

# MISSION SUPPORT ALLIANCE

"WE WILL MEASURE OUR SUCCESS BY OUR CUSTOMERS' SUCCESS"



## Monthly Performance Report September 2020

**R. E. Wilkinson**  
**President**

U.S. Department of Energy  
Contract DE-AC06-09RL14728



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# ACRONYMS LISTING



This list of acronyms is intended as a reference for the reader to provide definitions that are not readily available away from the Hanford Site.

## TERMS

A&E	Architecture and Engineering
ALARA	As Low as Reasonably Achievable
AMB	Assistant Manager for Business and Financial Operations
AMMS	Assistant Manager for Mission Support
AMRP	Assistant Manager for River and Plateau
AMSE	Assistant Manager for Safety and Environment
ATP	Acceptable Test Procedures
BCR	Baseline Change Request
BPA	Bonneville Power Administration
BIO	Business Integration & Operations
CAS	Contractor Assurance Systems
CHRP	Cultural and Historic Resource Program
CHPRC	CH2MHILL Plateau Remediation Company
COVID-19	Coronavirus disease 2019
CTD	Cost-to-Date
CV	Cost Variance
DART	Days Away Restricted Transferred
DLA	Direct Labor Adder
DOE	U.S. Department of Energy
ECOLOGY	State of Washington, Department of Ecology
EIS	Environmental Integration Services
EM	Office of Environmental Management
EMP	Enhanced Maintenance Program
EOC	Emergency Operations Center
ERDF	Environmental Restoration Disposal Facility
ES	Emergency Services
ESH&Q	Environment, Safety, Health, and Quality
EU	Electrical Utilities
FY	Fiscal Year
FYTD	Fiscal Year to Date
GIS	Geographic Information System
GFS/I	Government-Furnished Services and Information

# ACRONYMS LISTING



HAMMER	Volpentest Hazardous Materials Management and Emergency Response Training and Education Center
HCAB	Hanford Contract Alignment Board
HLAN	Hanford Local Area Network
HMAPS	Hanford Maps
HQ	Headquarters
HR	Human Resources
HRIP	Hanford Radiological Instrumentation Program
HSPD	Homeland Security Presidential Directive
ICWO	Inter-Contractor Work Order
IH	Industrial Hygiene
IM	Information Management
IIP	Integrated Investment Portfolio
IPT	Integrated Project Team
ISAP	Infrastructure and Services Alignment Plan
ISMS	Integrated Safety Management System
IT	Information Technology
LLTO	Lower Level Task Order
MOA	Memorandum of Agreement
MSA	Mission Support Alliance, LLC
MSC	Mission Support Contract
NEPA	National Environmental Policy Act
NOC	Network Operations Center
OCCB	Operational Change Control Board
OTP	Operational Test Procedures
ORP	Office of River Protection
OSHA	Occupational Safety and Health Administration
PFM	Portfolio Management
PFP	Plutonium Finishing Plant
PMB	Performance Measurement Baseline
PMTO	Portfolio Management Task Order
PNNL	Pacific Northwest National Laboratory
PO	Presidents Office
POSP	Parent Organization Support Plan
PPE	Personal Protection Equipment
PTA	Patrol Training Academy
PRC	Plateau Remediation Company

# ACRONYMS LISTING



PW	Public Works
RES	Real Estate Services
RFS	Request for Service
RMB	Risk Management Board
ROD	Record of Decision
RHP	Risk Handling Plan
RL	Richland Operations Office
RPIP	Reliability Project Investment Portfolio
SAS	Safeguards & Security
SNM	Spent Nuclear Material
SS&IM	Site Services and Interface Management
SV	Scheduled Variance
T&CO	Training and Conduct of Operations
TRC	Total Recordable Case
UBS	Usage-Based Services
VAC	Variance at Completion
VoIP	Voice over Internet Protocol
VPP	Voluntary Protection Program
WBS	Work Breakdown Structure
WRPS	Washington River Protection Solutions, LLC



## INTRODUCTION

The Executive Overview section is intended to provide an executive-level performance overview. Included herein are descriptions of the Mission Support Alliance, LLC (MSA) significant accomplishments considered to have made the greatest contribution toward safe, environmentally sound, and cost-effective, mission-oriented services; progress against the Mission Support Contract (MSC) with the U.S. Department of Energy (DOE) Richland Operations Office (RL); project cost summary analysis; and overviews of safety. Unless otherwise noted, all data provided is through August 2020.

### 1.1 KEY ACCOMPLISHMENTS

**MSA Coronavirus (COVID-19) Response** – During September, MSA personnel continued to provide support for the numerous COVID-19 pandemic-related actions taking place. Some of these actions include:

- MSA maintained effective controls on COV-related activities and cost for fiscal year (FY) 2020. Preliminary year-end data shows COV actual cost is within 2% of the \$44.2M estimate provided to the U.S. Department of Energy (DOE), Richland Operations Office earlier in the year. DOE provided incremental funding to ensure adequate coverage of the COV cost. MSA managed September operations in accordance with the approved remobilization plan.
- MSA continued to incorporate the impacts of COVID-19 in the Performance Measurement Baseline (PMB). MSA processed multiple Baseline Change Requests (BCRs) in the month of September to align the baseline with the most recent COVID-19 impacted execution schedules. This includes impacts realized from vendors through submitted/negotiated subcontract change requests.
- MSA Business Process Compliance staff continue to work directly with MSA Procurement personnel to evaluate COVID-related subcontractor documentation to establish methodology and best practices for maintaining records, ensuring adequate and reasonable substantive evidence to satisfy both internal and external oversight.
- SMI&A continued coordination of the COVID-19 Site Remobilization Tracking Tool and provided reporting metrics to the Hanford Site Remobilization Plan. The MSA team continues to present the COVID-19 Local and State data driven dashboard to DOE, using a Site Weekly COVID-19 tracking tool, and supporting Site input into the EM requested COVID-19 weekly tracking tool.



Despite the restrictions associated with COVID-19, MSA made good progress in September in a number of work areas. Some of these accomplishments included:

**Mission Support Services Honored by VPP at Annual Meeting** - The Department of Energy (DOE) Voluntary Protection Program (VPP) recognized MSA with three VPP “Star” awards during their annual meeting. Both the HAMMER Federal Training Center and Mission Support Services Star sites received the Star of Excellence. To qualify for a Star of Excellence, a site should achieve reporting injury/illness incidence rates and lost workday injury/illness rates at least 75% below the industry average, have an outstanding level of performance meeting established safety and health goals, and have actively conducted outreach to others. Safeguards and Security received the Legacy of Stars award, the highest form of recognition within DOE VPP, which distinguishes a Site that has excelled in outreach and mentoring, demonstrated sustained excellence in worker safety and health, and has earned the VPP Star of Excellence for three consecutive years.



*Department of Energy Voluntary Protection Program “Legacy of Stars” Award*

**EMS Recertification** – MSA successfully recertified to International Organization of Standardization (ISO) 14001:2015, Environmental Management Systems. ISO 14001:2015 is the international standard that specifies requirements for an effective Environmental Management System (EMS).

**Disaster Recovery Exercise Successful** – The IM team successfully performed a planned Disaster Recovery (DR) exercise on the newly implemented ESLAN (Essential Services Local Area Network). ESLAN will host modern 911 solutions, automated





dispatch and emergency radio systems. The DR exercise tested and verified the recovery of redundant network, server and storage systems.

**Contract Cost Revision** - DOE and MSA agreed to a contract cost revision of (\$26,535.5K) for the FY 2019 Cost Variance Change Proposal. Approval of the definitized contract modification 924 occurred on September 9, 2020 and was implemented into the baseline.

**Usage Based Services (UBS) and Direct Labor Adder (DLA) Assessment** - MSA provided the U.S. Department of Energy (DOE), Richland Operations Office (RL) multiple data files ahead of schedule for a forthcoming UBS and DLA assessment. The files provide the basis for fiscal year FY 2020, and FY 2021 UBS and DLA rates. Additionally, MSA prepared briefing slides that explain the rate development process.

**FY 2021 Forward Pricing Rates** - MSA received DOE-RL provisional approval to implement the FY 2021 Forward Pricing Labor Rates (Revisions 0, and 1) effective October 1, 2020.

**Plan Submittal** – Site Mission Integration & Analysis (SMI&A) submitted the Hanford Site 5-Year Plan performance incentive to DOE on September 22, 2020. SMI&A also submitted the *Hanford Life-Cycle Cleanup Baseline (HLCCB) Rev. 0 Report* performance incentive to DOE on September 17, 2020.

**Mission Support Contract Closeout** - MSA updated the Mission Support Contract (MSC) Closeout Plan and Cost Estimate. The updated Closeout Plan addresses DOE-RL comments, establishes a work breakdown structure and proposes a two-year cost profile. MSA delivered the updated Plan to DOE-RL on October 8, 2020.

**MSA to assist with CPCC contract transition** - MSA received DOE-RL Contracting Officer authorization to proceed with information management, badging and training support to the Central Plateau Cleanup Company, LLC (CPCC) for contract transition. MSA continues to work closely with CPCC to ensure that work definition, authorization, and funding is in place prior to work starting.

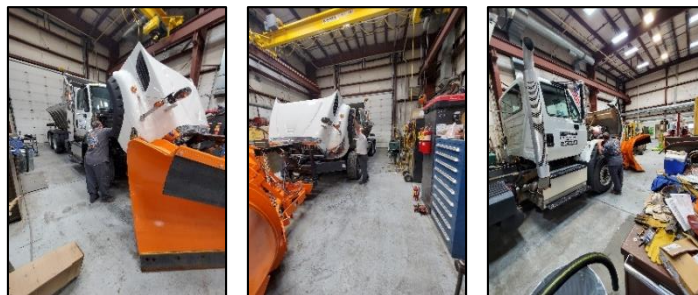
**Hanford Site Savings Plan** – MSA-HR filed forms 5500 for the Hanford Site Savings Plan, Hanford Multi-Employer Pension Plan, Hanford Employee Welfare Trust, MSA Market Based Health and Welfare Plan, and Hanford Retiree Welfare Benefit Plan prior to the October 15<sup>th</sup> deadline. These forms are filed annually with the IRS and include annual audited financial statements.

**2021 Medical Premiums for Fernald** - The Fernald Benefits Plan Committee approved a 15% increase to plan year 2021 premiums for under age 65 participants enrolled in the

health care plan. This plan provides eligible participants with medical coverage through United Medical Resources and prescription drug coverage through Express Scripts, Inc.

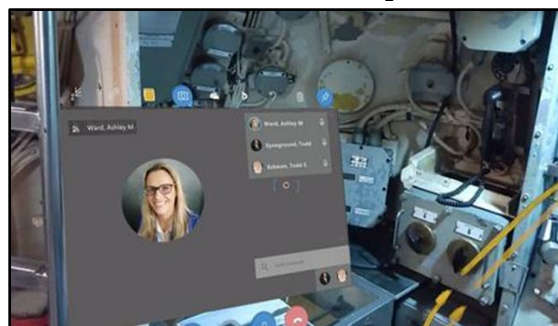
**CRM Re-Indexes 60 Million Records in IDMS** – Contents & Records Management successfully completed the re-index of over 60 million documents as a follow-on activity to the Integrated Document Management System (IDMS) 20.0 upgrade. Re-indexing allowed Hanford document numbering conventions using the “dash” to be more easily retrieved. Additionally, re-indexing allows for front-end pattern match searching as well as running efficiently in “low memory” mode. The re-indexing was completed in less than three weeks and did not affect IDMS day-to-day operations.

**Preparing the Fleet for Winter Weather** – Fleet Services staff are in the final phase of having the various trucks used by MSA and other Hanford contractors ready for the snow removal season. All trucks and equipment are inspected and tested prior to release to the responsible organization to ensure they are in working order when needed.



*Preparing snow removal vehicles for winter*

**IM Team Tests HoloLens Technology in Submarine** – Information Management, in collaboration with Port of Benton (POB), performed a proof of concept and tested wireless connectivity within a solid steel structure where outdoor wireless services have little to no chance of penetration. The test proved the use of a wireless hotspot tethered to an external antenna to support a HoloLens successfully communicated from within the large steel structure to computers outside of that structure. This will allow the vendor subject matter expert (SME) to remotely see through the EU personnel’s eyes and assist as needed.



*Testing HoloLens capabilities inside a submarine.*

**Repairing the EVOC** – The Emergency Vehicle Obstacle Course (EVOC) was constructed in 2000 and has been used regularly by both Hanford Patrol, local law enforcement, and other agencies. As the EVOC track is used almost daily for various training needs, the course would receive annual crack sealing, but had not been repaved in 20 years. The H-008 Project, completed on September 30, 2020, involved milling the existing paving, repaving with 2" of Hot Mix Asphalt (1.7 miles), and repainting/restriping the EVOC. This work will increase the life of the course for another 20 years or so, thereby reducing the overall risk and delays associated with the course being unavailable due to increasingly severe maintenance.



*Condition of EVOC after repair work*

**Acquisition of 75-Ton Trailer** – This September, Motor Carrier Services took delivery of a new 75-ton lowboy trailer. This trailer has the capacity to haul any piece of equipment that is currently on site, as well as the flexibility to remove the attachments to transform it into a non-oversized load trailer. This new trailer will allow Motor Carrier to increase the efficiency of its services.



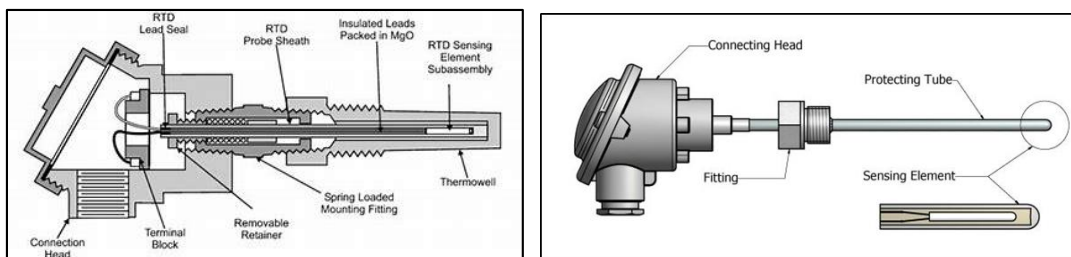
*New lowboy trailer*

**Non-Chemical Weed Management** – Biological Controls assisted WRPS by planting native grass seeding in the Treated Effluent Disposal Facility Retention Basins. These basins are examples of the use of non-chemical weed management.



*Grass seeding used as non-chemical weed management*

**Installation of Temperature Detector** – Electrical Utilities (EU) installed a resistance temperature detector (RTD) to monitor temperature changes at the A6 Substation when fire protection is unavailable. Installation of the RTD allowed EU Operations to shift from hourly to twelve-hour fire watches, thereby reducing strain on EU Dispatchers and Operators. EU Planning and Engineering supported the effort to finalize the installation, as the function of the RTD is to monitor and provide alarms to EU Dispatchers if the A6 room temperature set point is exceeded.



*Samples of functioning RTDs*





## 1.2 LOOK AHEAD

**Password Complexity Revamp** – Current Hanford Local Area Network (HLAN) password requirements are not following recommended best practices from the National Institute of Standards and Technology (NIST), released December 31, 2017. The Password Complexity Revamp Project will bring HLAN and its affected users, software, and programs into NIST compliance by using passphrases instead of passwords. Using passphrases will eliminate half-yearly password change requirements, and remove requirements for using symbols and numbers. MSA has a September 1, 2020 planned date for site-wide communication to let HLAN users know about the new passphrase requirements and how it will roll out (based on user's current password expiration date). The site-wide communication will be a brief one-page email including links to website pages with additional cyber-related information. Additionally, a one-page informational sheet has been created for Help Desk employees to have on hand once this project is implemented.

**PEMP Extension** - For the forthcoming MSC extension modification through December 14, 2020, MSA requested revisions to the Performance Evaluation and Measurement Plan for metrics and a milestone impacted by the COVID Partial Stop Work activities.

**Fernald Legacy Benefits Plan Annual Enrollment** - The 2021 Annual Enrollment period for Fernald's under age 65 participants will be held from October 19 through November 2, 2020.

**New Self-Reading Dosimeters Coming** – MSA Radiological Control (RadCon) took delivery of a new version of the Sentinel Radiological Access Control Program. Along with this change will come support of a new generation of electronic dosimeters (ED's). The MSA instrumentation group has coordinated with the other Hanford contractors to evaluate available ED's as the Hanford fleet of these dosimeters is aging; failed dosimeters can no longer be replaced. In coordination with the Hanford Dosimetry Advisory Committee, MSA Radiological Site Services has determined that the ThermoFisher Scientific™ TruDose™ will be used to replace dosimeters currently in use, which include several versions from two manufacturers. Standardization of the dosimeters used across the site was a goal of this process. Introduction of the new dosimeters is planned for January 2021.

**CISA Emergency Directive 10-04 Updates** - DOE-RL was briefed by Cybersecurity & Infrastructure Security Agency (CISA) on the plan of action schedule and the risk mitigation with the firewall for the legacy domain controllers on October 1, 2020; and the patch schedule is expected to be complete by October 22, 2020.

## 2.0 ANALYSIS OF FUNDS

Table 2-1. Mission Support Alliance, LLC Funds Management (dollars in thousands).

Funds Source PBS	Title	MSA Expected Funding *	Funds Received **	FYTD Actuals	Remaining Available Funds from Funds Received
ORP-14	ORP – Reliability Projects	\$154.8	\$154.8	\$106.9	\$47.9
RL-0020	Safeguards & Security	\$91,005.3	\$91,050.0	\$77,617.0	\$13,433.0
RL-0040	GSI and Spares Inventory	\$1,708.5	\$1,708.5	\$486.5	\$1,222.0
RL-0201	Reliability Projects, HAMMER, B-Reactor	\$68,447.6	\$66,192.2	\$49,439.0	\$16,753.2
SWS	Site-Wide Services	\$257,742.7	\$260,699.1	\$242,026.2	\$18,672.9
<b>Total</b>		<b>\$419,058.9</b>	<b>\$419,804.6</b>	<b>\$369,675.6</b>	<b>\$50,129.0</b>

EAC = Estimate at Completion  
HSPD = Homeland Security  
Presidential Directive 12

FYTD = Fiscal Year to Date.  
HAMMER = Volpentest HAMMER Federal Training Center  
PBS = Project Baseline Summary.

SWS = Site-Wide Services.

\* Expected Funding adjusted for reductions to RL-0201 L-612, B Reactor, and SWS per CBAG Rev 4. Expected Funding includes increase of \$20M from OHC in SWS to support COVID-19 costs.

\*\* Funds received through Contract Mod 932 dated September 30, 2020

\*\*\* Excludes \$200.2K of obligated funding for Project P-001

Based upon FY20 forecast the remaining uncOSTed balance will fund SWS through October 19, 2020 and RL-20 through November 12, 2020.



## 3.0 SAFETY PERFORMANCE

During the month of September, MSA had no reported incidents that classified as “recordable. Therefore, the fiscal year 2020 total recordable case (TRC) rate is .29 and the days away, restricted or transferred (DART) rate is .24. Both rates are below the DOE performance measurement baseline of 1.1 and .60, respectively. Five First Aid cases were recorded, which is around the average for a given month. First Aid cases are closely monitored to determine emerging trends and implement awareness activities, as warranted. Following the Labor Day weekend, a “safety reset” presentation that delivered information on avoiding distractions, COVID-19 safety, and a re-focus on safety facilitated healthy conversations during back-to-work briefings within MSA work groups. MSA continued a methodical path forward when completing onsite remobilization efforts, revisiting facility remobilization checklists and reaching out to employees through established communication processes to convey expectations for safety concerning pandemic protocols prior to returning to their onsite work locations.



Table 3-1. Total Recordable Case Rate, (TRC)

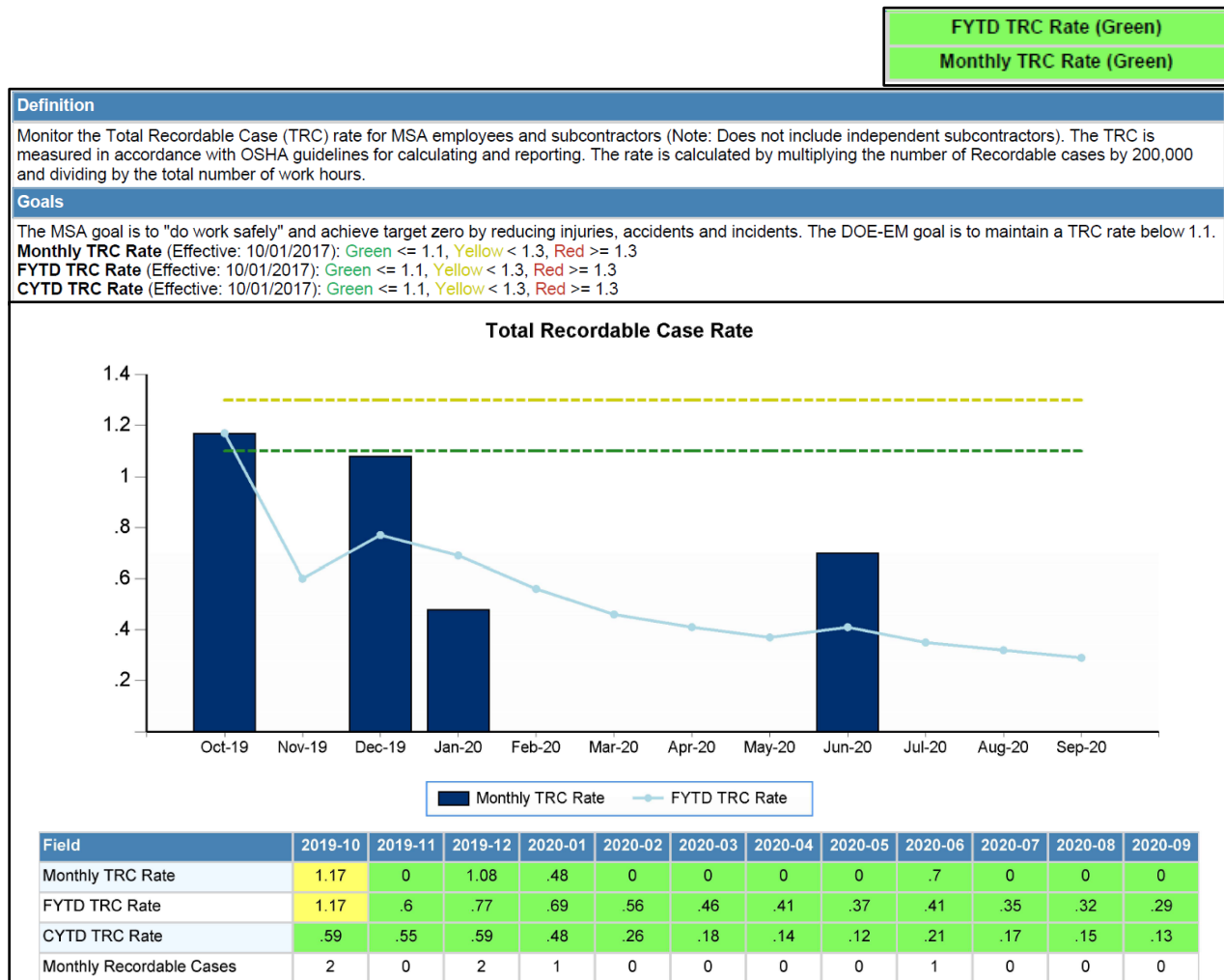


Table 3-2. Days Away, Restricted, Transferred, (DART)

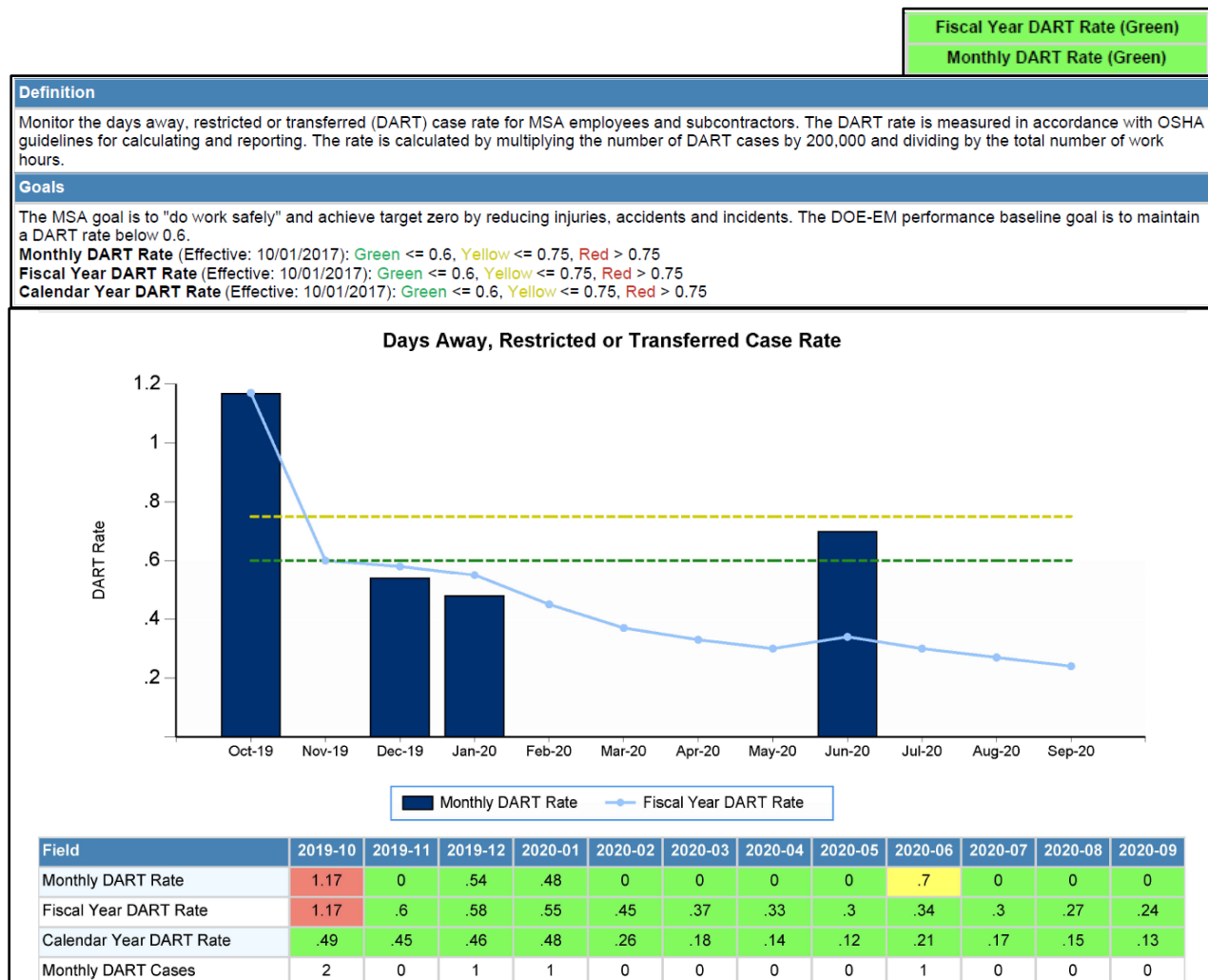
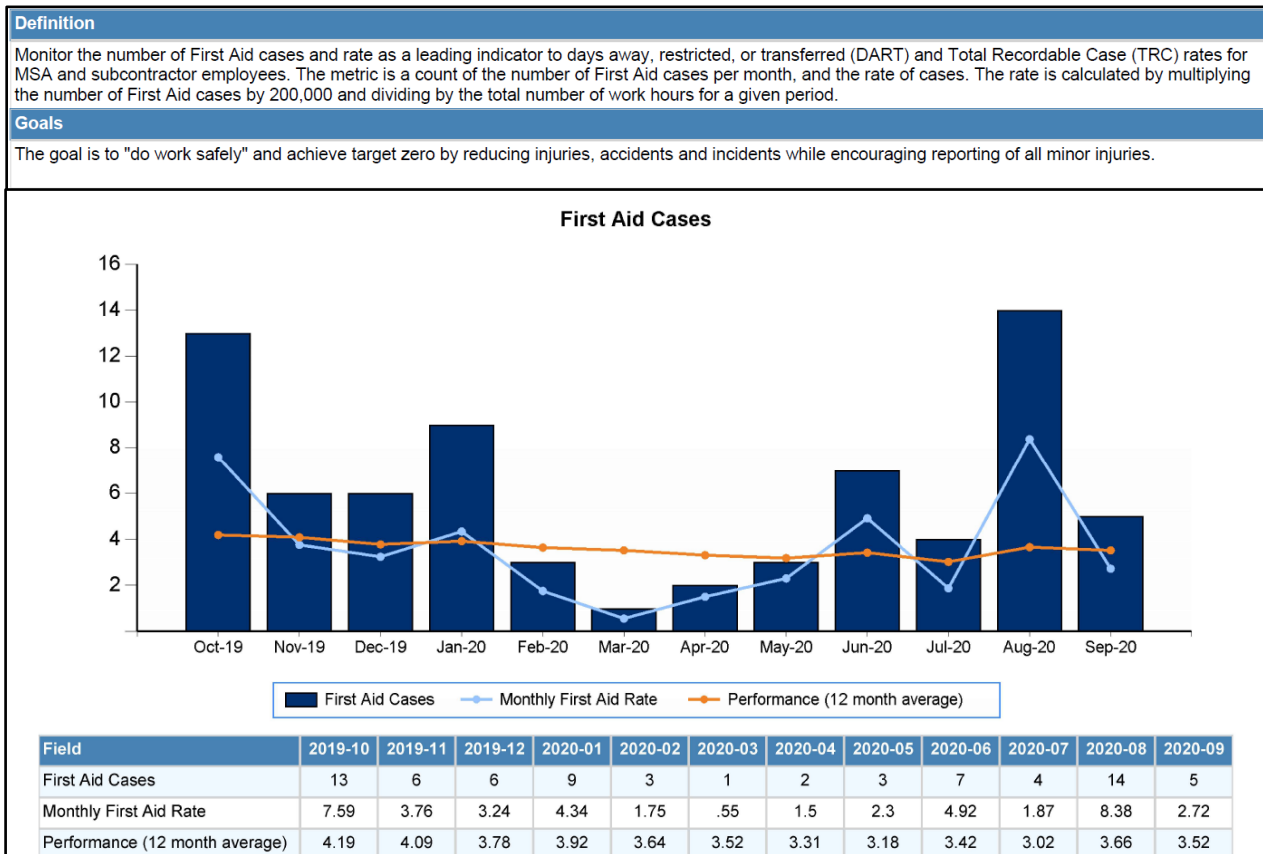


Table 3-3. First-Aid Case Rate





## 4.0 FORMAT 1, DD FORM 2734/1, WORK BREAKDOWN STRUCTURE

Table 4-1. Format 1, DD Form 2734/1, Work Breakdown Structure.

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE													DOLLARS IN Thousands		FORM APPROVED OMB No. 0704-0188		
<b>1. Contractor</b>		<b>2. Contract</b>				<b>3. Program</b>				<b>4. Report Period</b>							
<b>a. Name</b> Mission Support Alliance		<b>a. Name</b> Mission Support Contract				<b>a. Name</b> Mission Support Contract				<b>a. From</b> (2020/08/24)							
<b>b. Location (Address and Zip Code)</b> Richland, WA 99352		<b>b. Number</b> RL14728				<b>b. Phase</b> Operations				<b>b. To</b> (2020/09/30)							
<b>c. TYPE</b> CPAF		<b>d. Share Ratio</b>				<b>c. EVMS ACCEPTANCE</b> No X Yes											
<b>5. CONTRACT DATA</b>																	
<b>a. QUANTITY</b>		<b>b. NEGOTIATED COST</b>		<b>c. ESTIMATED COST OF AUTHORIZED UNPRICED WORK</b>		<b>d. TARGET PROFIT/FEE</b>		<b>e. TARGET PRICE</b>		<b>f. ESTIMATED PRICE</b>		<b>g. CONTRACT CEILING</b>		<b>h. ESTIMATED CONTRACT CEILING</b>		<b>i. DATE OF OTB/OTS</b>	
N/A		\$4,593,193		\$0		\$250,027		\$4,843,221		\$4,757,718		N/A		N/A		N/A	
<b>6. ESTIMATED COST AT COMPLETION</b>																	
				<b>CONTRACT BUDGET BASE (2)</b>		<b>VARIANCE (3)</b>		<b>a. NAME (Last, First, Middle Initial)</b> Wilkinson, Robert E				<b>b. TITLE</b> MSC Project Manager					
<b>a. BEST CASE</b>				\$4,593,193				<b>c. SIGNATURE</b> 				<b>d. DATE SIGNED</b> 10/26/2020					
<b>b. WORST CASE</b>				\$4,733,075													
<b>c. MOST LIKELY</b>				\$4,507,691		4,593,193		85,502									
<b>8. PERFORMANCE DATA</b>																	
Item (1)	Current Period						Cumulative to Date						At Completion				
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost	Actual Cost Work Performed (9)	Variance		Budgeted	Estimated	Variance					
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)			Work Scheduled (7)	Work Performed (8)				Schedule (10)	Cost (11)			
<b>a. WORK BREAKDOWN STRUCTURE ELEMENT</b>																	
3001.01.01 - Safeguards and Security	3,659	3,656	4,381	(3)	(725)	684,304	684,301	673,399	(3)	10,902	694,738	686,268	8,470				
3001.01.02 - Fire and Emergency Response	4,023	4,023	2,301	0	1,722	307,666	307,666	305,345	0	2,320	313,878	313,773	106				
3001.01.03 - Emergency Management	409	409	399	0	10	50,057	50,057	49,757	0	300	50,725	50,474	251				
3001.01.04 - HAMMER	(1,772)	(1,772)	588	0	(2,360)	83,785	83,785	81,522	0	2,263	84,943	84,268	676				
3001.01.05 - Emergency Services Management	73	73	204	0	(131)	18,192	18,192	18,077	0	114	18,489	18,625	(136)				
3001.02.01 - Site-Wide Safety Standards	274	274	75	0	199	10,182	10,182	10,583	0	(401)	10,387	10,788	(401)				
3001.02.02 - Environmental Integration	86	86	251	0	(165)	60,657	60,657	59,515	0	1,142	61,222	60,080	1,142				
3001.02.03 - Public Safety & Resource Protection	398	398	1,842	0	(1,444)	86,322	86,322	84,264	0	2,058	87,857	85,845	2,013				
3001.02.04 - Radiological Site Services	(124)	(124)	0	0	(124)	5,117	5,117	5,129	0	(12)	5,117	5,129	(12)				
3001.02.05 - WSCF Analytical Services	0	0	0	0	0	50,438	50,438	50,457	0	(19)	50,438	50,457	(19)				
3001.03.01 - IM Project Planning & Controls	314	314	106	0	208	35,058	35,058	34,129	0	929	35,292	34,363	929				
3001.03.02 - Information Systems	2,018	2,018	503	0	1,515	132,601	132,601	129,792	0	2,809	134,172	132,140	2,031				
3001.03.03 - Infrastructure / Cyber Security	199	199	726	0	(527)	54,945	54,945	54,210	0	735	56,239	56,037	203				
3001.03.04 - Content & Records Management	1,217	1,217	1,878	0	(661)	77,367	77,367	77,376	0	(9)	78,471	78,557	(85)				
3001.03.05 - IR/CM Management	1,727	1,727	1,884	0	(157)	18,571	18,571	19,368	0	(798)	19,031	20,211	(1,180)				
3001.03.06 - Information Support Services	241	241	175	0	66	16,563	16,563	16,465	0	98	16,879	16,815	64				
3001.04.01 - Roads and Grounds Services	1,834	1,834	243	0	1,591	40,443	40,443	38,251	0	2,192	41,369	39,559	1,809				
3001.04.02 - Biological Services	216	216	187	0	29	42,599	42,599	42,343	0	256	43,243	42,987	256				
3001.04.03 - Electrical Services	2,432	2,432	770	0	1,662	144,681	144,681	139,681	0	5,000	147,503	143,030	4,473				
3001.04.04 - Water/Sewer Services	714	714	1,330	0	(616)	152,231	152,231	149,657	0	2,573	155,166	152,593	2,573				
3001.04.05 - Facility Services	0	0	0	0	0	7,900	7,900	7,900	0	(0)	7,900	7,900	0				
3001.04.06 - Transportation	(8)	(8)	11	0	(19)	11,131	11,131	11,039	0	92	11,185	11,093	92				

Table 4-1, cont. Format 1, DD Form 2734/1, Work Breakdown Structure.

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE										DOLLARS IN Thousands		FORM APPROVED OMB No. 0704-0188	
1. Contractor		2. Contract		3. Program				4. Report Period					
a. Name		a. Name		a. Name				a. From (2020/08/24)					
Mission Support Alliance		Mission Support Contract		Mission Support Contract									
b. Location (Address and Zip Code)		b. Number		b. Phase				b. To (2020/09/30)					
Richland, WA 99352		RL14728		Operations									
c. TYPE		d. Share Ratio		c. EVMS ACCEPTANCE									
CPAF				No X Yes									
Item (1)	Current Period			Cumulative to Date							At Completion		
	Budgeted Cost		Actual Cost Work Performed (4)	Variance		Budgeted Cost		Actual Cost Work Performed (9)	Variance		Budgeted (12)	Estimated (13)	Variance (14)
	Work Scheduled (2)	Work Performed (3)		Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)			
a. WORK BREAKDOWN STRUCTURE ELEMENT (Cont'd)													
3001.04.07 - Fleet Services	0	0	0	0	0	7,322	7,322	7,322	0	0	7,322	7,322	(0)
3001.04.08 - Crane and Rigging	0	0	0	0	0	2,187	2,187	2,187	0	(0)	2,187	2,187	(0)
3001.04.09 - Railroad Services	(43)	(43)	4	0	(47)	768	768	697	0	71	780	709	71
3001.04.10 - Technical Services	619	619	406	0	213	56,425	56,425	57,667	0	(1,242)	58,172	59,414	(1,242)
3001.04.11 - Energy Management	(22)	(22)	83	0	(104)	13,794	13,794	13,352	0	442	14,019	13,597	422
3001.04.12 - Hanford Historic Buildings Preservation	(219)	(219)	88	0	(307)	28,112	28,112	26,712	0	1,401	28,481	28,070	411
3001.04.13 - Work Management	(188)	(188)	111	0	(299)	18,381	18,381	19,948	0	(1,566)	18,751	20,318	(1,566)
3001.04.14 - Land and Facilities Management	(1,789)	(1,789)	417	0	(2,207)	54,105	54,105	52,588	0	1,517	55,070	53,628	1,442
3001.04.15 - Mail & Courier	44	44	45	0	(1)	7,907	7,907	7,954	0	(47)	8,011	8,057	(47)
3001.04.16 - Property Systems/Acquisitons	622	622	577	0	45	69,994	69,994	68,516	0	1,478	71,295	69,914	1,382
3001.04.17 - General Supplies Inventory	(821)	(821)	221	0	(1,042)	2,084	2,084	1,936	0	149	2,123	2,129	(6)
3001.04.18 - Maintenance Management Program Implementation	81	81	55	0	26	11,544	11,544	11,450	0	94	11,686	11,592	94
3001.06.01 - Business Operations	(895)	(895)	40,926	0	(41,821)	69,129	69,129	68,616	0	513	70,257	72,510	(2,252)
3001.06.02 - Human Resources	100	100	204	0	(103)	31,353	31,353	28,769	0	2,583	31,860	29,323	2,537
3001.06.03 - Safety, Health & Quality	1,362	1,362	1,607	0	(245)	203,573	203,573	199,876	0	3,697	206,366	202,964	3,402
3001.06.04 - Miscellaneous Support	721	721	247	0	474	58,552	58,552	58,648	0	(97)	59,668	59,924	(256)
3001.06.05 - Presidents Office (G&A nonPMB)	93	93	351	0	(258)	916	916	498	0	417	925	925	0
3001.06.06 - Strategy	0	0	0	0	0	2,529	2,529	2,529	0	0	2,529	2,529	0
3001.07.01 - Portfolio Management	(395)	(395)	207	0	(602)	62,810	62,810	61,815	0	995	63,102	62,107	995
3001.08.01 - Water System	1,234	746	416	(488)	330	53,432	52,694	38,620	(738)	14,074	55,432	41,397	14,035
3001.08.02 - Sewer System	263	35	73	(227)	(38)	17,595	17,769	21,882	174	(4,113)	18,199	22,157	(3,958)
3001.08.03 - Electrical System	1,245	665	422	(580)	243	34,113	32,195	32,384	(1,917)	(189)	35,122	35,153	(31)
3001.08.04 - Roads and Grounds	663	79	99	(584)	(19)	10,878	10,191	9,631	(687)	560	12,374	11,481	892
3001.08.05 - Facility System	2,298	1,925	1,495	(374)	429	16,296	15,868	15,543	(427)	326	20,047	19,630	417
3001.08.06 - Reliability Projects Studies & Estimates	1,155	1,155	782	0	373	33,471	33,471	35,452	0	(1,980)	33,471	35,452	(1,980)
3001.08.07 - Reliability Project Spare Parts Inventory	248	248	(138)	0	386	5,561	5,561	3,577	0	1,984	5,601	4,684	918
3001.08.08 - Network & Telecommunications System	4,819	2,820	2,750	(1,998)	70	39,372	37,555	39,701	(1,818)	(2,147)	43,796	45,804	(2,008)
3001.08.09 - Capital Equipment Not Related to Construction	2,792	2,891	2,443	98	447	18,561	18,561	16,677	0	1,884	18,561	16,677	1,884
3001.08.10 - WSCF - Projects	0	0	0	0	0	979	979	810	0	169	979	810	169
3001.08.11 - Support of Infrastructure Interface to ORP	0	0	0	0	0	994	994	775	0	219	994	775	219
3001.08.12 - Reliability Projects Out Year Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
3001.90.04 - MSA Transition	0	0	0	0	0	5,868	5,868	5,868	0	0	5,868	5,868	0
3001.B1.06 - Projects	0	0	0	0	0	(0)	(0)	0	0	(0)	(0)	0	(0)
b. COST OF MONEY													
c. GENERAL AND ADMINISTRATIVE													
d. UNDISTRIBUTED BUDGET											13,302	0	13,302
e. SUBTOTAL (Performance Measurement Baseline)	31,922	27,765	71,747	(4,157)	(43,982)	3,029,413	3,023,997	2,970,261	(5,416)	53,737	3,100,595	3,048,095	52,495





Table 4-1, cont. Format 1, DD Form 2734/1, Work Breakdown Structure.

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE											DOLLARS IN Thousands			FORM APPROVED OMB No. 0704-0188	
1. Contractor		2. Contract				3. Program			4. Report Period						
a. Name Mission Support Alliance		a. Name Mission Support Contract				a. Name Mission Support Contract			a. From (2020/08/24)						
b. Location (Address and Zip Code) Richland, WA 99352		b. Number RL14728				b. Phase Operations			b. To (2020/09/30)						
c. TYPE CPAF		d. Share Ratio				c. EVMS ACCEPTANCE No X Yes									
Item (1)	Current Period					Cumulative to Date					At Completion				
	Budgeted Cost		Actual Cost	Variance		Budgeted Cost		Actual Cost	Variance		Budgeted (12)	Estimated (13)	Variance (14)		
	Work Scheduled (2)	Work Performed (3)	Work Performed (4)	Schedule (5)	Cost (6)	Work Scheduled (7)	Work Performed (8)	Work Performed (9)	Schedule (10)	Cost (11)					
a2. WORK BREAKDOWN STRUCTURE ELEMENT															
3001.01.04 - HAMMER		1,982	1,982	963	0	1,019	165,712	165,712	162,843	0	2,870	168,281	165,411	2,870	
3001.02.04 - Radiological Site Services		1,110	1,110	779	0	331	77,407	77,407	75,380	0	2,026	78,948	76,922	2,026	
3001.02.05 - WSCF Analytical Services		0	0	0	0	0	53,176	53,176	53,176	0	0	53,176	53,176	(0)	
3001.03.02 - Information Systems		360	360	248	0	112	12,777	12,777	12,473	0	304	13,216	12,912	304	
3001.03.04 - Content & Records Management		91	91	62	0	29	3,783	3,783	3,765	0	18	3,927	3,910	18	
3001.03.06 - Information Support Services		0	0	0	0	0	4,043	4,043	4,043	0	(0)	4,043	4,043	0	
3001.03.07 - Information Technology Services		3,011	3,011	2,715	0	296	138,574	138,574	138,610	0	(35)	143,655	143,690	(35)	
3001.04.05 - Facility Services		1,321	1,321	517	0	804	97,501	97,501	94,538	0	2,964	99,225	96,261	2,964	
3001.04.06 - Transportation		686	686	874	0	(188)	60,124	60,124	58,041	0	2,084	61,100	59,017	2,084	
3001.04.07 - Fleet Services		1,982	1,982	1,634	0	348	167,311	167,311	164,685	0	2,626	170,157	167,531	2,626	
3001.04.08 - Crane and Rigging		1,386	1,386	797	0	589	137,312	137,312	132,694	0	4,618	139,250	134,632	4,618	
3001.04.10 - Technical Services		336	336	155	0	181	12,653	12,653	11,645	0	1,008	13,036	12,028	1,008	
3001.04.13 - Work Management		82	82	67	0	15	5,108	5,108	5,010	0	98	5,210	5,112	98	
3001.04.14 - Land and Facilities Management		1,016	1,016	548	0	468	84,224	84,224	82,962	0	1,262	85,786	84,524	1,262	
3001.04.15 - Mail & Courier		25	25	14	0	11	1,970	1,970	1,914	0	56	2,007	1,951	56	
3001.06.01 - Business Operations		1,319	1,319	983	0	336	125,601	125,601	124,936	0	665	126,945	126,280	665	
3001.06.02 - Human Resources		561	561	215	0	346	36,429	36,429	35,480	0	949	37,021	36,073	949	
3001.06.03 - Safety, Health & Quality		161	161	120	0	41	17,619	17,619	16,545	0	1,074	17,842	16,767	1,074	
3001.06.04 - Miscellaneous Support		429	429	(2,399)	0	2,829	22,264	22,264	22,887	0	(623)	22,685	23,308	(623)	
3001.06.05 - Presidents Office (G&A nonPMB)		644	644	176	0	468	32,239	32,239	31,698	0	541	32,801	32,261	541	
3001.06.06 - Strategy		28	28	(4)	0	32	3,353	3,353	3,214	0	139	3,379	3,240	139	
3001.A1.01 - Transfer - CHPRC		9,726	9,726	4,742	0	4,984	799,574	799,574	774,134	0	25,440	811,025	785,586	25,440	
3001.A1.02 - Transfer - WRPS		4,600	4,600	4,991	0	(391)	392,731	392,731	383,603	0	9,128	401,130	392,002	9,128	
3001.A1.03 - Transfers - FH Closeout		(0)	(0)	0	0	(0)	228	228	228	0	0	228	228	0	
3001.A1.04 - Transfers - CHG Closeout		0	0	0	0	0	13	13	13	0	0	13	13	0	
3001.A2.01 - Non Transfer - BNI		154	154	178	0	(24)	4,140	4,140	4,332	0	(191)	4,218	4,409	(191)	
3001.A2.02 - Non Transfer - AMH		(0)	(0)	0	0	(0)	954	954	954	0	(0)	954	954	(0)	
3001.A2.03 - Non Transfer - ATL		(0)	(0)	0	0	(0)	702	702	702	0	0	702	702	0	
3001.A2.04 - Non-Transfer - WCH		(4)	(4)	0	0	(4)	41,019	41,019	41,726	0	(707)	41,019	41,726	(707)	
3001.A2.05 - Non-Transfers - HPM		191	191	5	0	186	4,154	4,154	4,058	0	96	4,263	4,166	96	
3001.A2.06 - Non-Transfers - BNI Corp		0	0	0	0	0	7	7	1	0	6	7	1	6	
3001.A2.07 - Non-Transfers-WAI		(41)	(41)	35	0	(77)	1,666	1,666	1,607	0	59	1,719	1,661	59	
3001.A4.01 - Request for Services		501	501	1,117	0	(616)	123,883	123,883	124,936	0	(1,054)	125,093	126,146	(1,054)	
3001.A4.02 - HAMMER RFSS		(1,314)	(1,314)	267	0	(1,582)	36,394	36,394	36,912	0	(518)	36,695	37,212	(518)	
3001.A4.03 - National Guard RFSS		(0)	(0)	0	0	(0)	1,550	1,550	1,550	0	0	1,550	1,550	0	
3001.A4.04 - PNNL RFSS		1,235	1,235	45	0	1,190	13,018	13,018	12,917	0	101	13,090	12,990	101	
3001.A5.01 - RL PD		(125)	(125)	(7)	0	(118)	6,836	6,836	6,774	0	63	6,870	6,807	63	
3001.A5.02 - ORP PD		167	167	40	0	126	9,431	9,431	9,075	0	356	9,539	9,183	356	

Table 4-1, cont. Format 1, DD Form 2734/1, Work Breakdown Structure

CONTRACT PERFORMANCE REPORT												DOLLARS IN Thousands			FORM APPROVED OMB No. 0704-0188		
FORMAT 1 - WORK BREAKDOWN STRUCTURE																	
1. Contractor		2. Contract				3. Program				4. Report Period							
a. Name		a. Name				a. Name				a. From (2020/08/24)							
b. Location (Address and Zip Code)		b. Number				b. Phase				b. To (2020/09/30)							
Richland, WA 99352		c. TYPE				d. Share Ratio				c. EVMS ACCEPTANCE							
Item (1)	Current Period			Variance		Cumulative to Date					At Completion						
	Budgeted Cost		Actual Cost Work Performed (4)	Schedule (5)	Cost (6)	Budgeted Cost		Actual Cost Work Performed (9)	Variance		Budgeted (12)	Estimated (13)	Variance (14)				
	Work Scheduled (2)	Work Performed (3)				Work Scheduled (7)	Work Performed (8)		Schedule (10)	Cost (11)							
3001.A5.03 - RL Project Funded	(940)	(940)	393	0	(1,333)	22,612	22,612	21,217	0	1,396	23,374	21,979	1,396				
3001.A5.04 - ORP Project Funded	(46)	(46)	68	0	(113)	9,536	9,536	8,987	0	549	10,021	9,472	549				
3001.A6.01 - Portfolio PMTOs	0	0	0	0	0	1,102	1,102	1,102	0	(0)	1,102	1,102	(0)				
3001.A7.01 - G&A Liquidations	(3,478)	(3,478)	(3,401)	0	(77)	(251,867)	(251,867)	(247,217)	0	(4,650)	(255,417)	(250,767)	(4,650)				
3001.A7.02 - DLA Liquidations	(2,458)	(2,458)	(3,066)	0	608	(174,330)	(174,330)	(168,137)	0	(6,192)	(177,613)	(171,420)	(6,192)				
3001.A7.03 - Variable Pools Revenue	(10,594)	(10,594)	(9,698)	0	(896)	(834,094)	(834,094)	(820,573)	0	(13,521)	(849,770)	(836,249)	(13,521)				
3001.B1.01 - UBS Assessments for Other Providers	(0)	(0)	0	0	(0)	0	0	0	0	0	0	0	0				
3001.B1.02 - UBS Other MSC - HAMMER M&O	(0)	(0)	0	0	(0)	(0)	(0)	0	0	(0)	(0)	0	(0)				
3001.B1.03 - Assessment for Other Provided Services	(1)	(1)	0	0	(1)	(0)	(0)	0	0	(0)	(0)	0	(0)				
3001.B1.04 - Assessment for PRC Services to MSC	(1)	(1)	0	0	(1)	(0)	(0)	0	0	(0)	(0)	0	(0)				
3001.B1.07 - Request for Services	(0)	(0)	0	0	(0)	(0)	(0)	0	0	(0)	(0)	0	(0)				
a2. WORK BREAKDOWN STRUCTURE ELEMENT																	
b2. COST OF MONEY																	
c2. GENERAL AND ADMINISTRATIVE											0		0				
d2. UNDISTRIBUTED BUDGET											0	0	0				
e2. SUBTOTAL (Non - Performance Measurement Baseline)	14,101	14,101	4,174	0	9,927	1,468,441	1,468,441	1,435,438	0	33,003	1,491,502	1,458,499	33,003				
f. MANAGEMENT RESERVE											1,096	1,096	0				
g. TOTAL	46,023	41,866	75,921	(4,156.7)	(34,055)	4,497,854	4,492,438	4,405,698	(5,416)	86,740	4,593,193	4,507,691	85,502				
9. RECONCILIATION TO CONTRACT BUDGET BASE																	
a. VARIANCE ADJUSTMENT																	
b. TOTAL CONTRACT VARIANCE																	







## 5.0 FORMAT 3, DD FORM 2734/3, BASELINE

Table 5-1. Format 3, DD Form 2734/3, Baseline

CONTRACT PERFORMANCE REPORT FORMAT 3 - BASELINE															DOLLARS IN Thousands		FORM APPROVED OMB No. 0704-0188	
<b>1. Contractor</b>		<b>2. Contract</b>			<b>3. Program</b>				<b>4. Report Period</b>									
a. Name Mission Support Alliance		a. Name Mission Support Contract			a. Name Mission Support Contract				a. From (2020/08/24)									
b. Location (Address and Zip Code) Richland, WA 99352		b. Number RL14728			b. Phase Operations				b. To (2020/09/30)									
		c. TYPE CPAF		d. Share Ratio		c. EVMS ACCEPTANCE No X Yes												
<b>5. CONTRACT DATA</b>																		
a. ORIGINAL NEGOTIATED COST  \$2,854,966			b. NEGOTIATED CONTRACT CHANGES  \$1,738,227		c. CURRENT NEGOTIATED COST (a+b)  \$4,593,193		d. ESTIMATED COST OF UNAUTHORIZED UNPRICED WORK  \$0			e. CONTRACT BUDGET BASE (C+D)  \$4,593,193		f. TOTAL ALLOCATED BUDGET  \$4,593,192			g. DIFFERENCE (E - F)  \$0			
h. CONTRACT START DATE  2009/05/24			i. CONTRACT DEFINITIZATION DATE  2009/05/24			j. PLANNED COMPLETION DATE  2020/11/25			k. CONTRACT COMPLETION DATE  2020/11/25		l. ESTIMATED COMPLETION DATE  2020/11/25							
<b>6. PERFORMANCE DATA</b>																		
ITEM  (1)	BCWS CUMULATIVE TO DATE (2)	BCWS FOR REPORT PERIOD (3)	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)												UNDISTRIBUTED BUDGET (15)	TOTAL BUDGET (16)		
			Six Month Forecast By Month						Remaining Forecast By Month									
			OCT FY21 (4)	NOV FY21 (5)	DEC FY21 (6)	JAN FY21 (7)	FEB FY21 (8)	MAR FY21 (9)	APR FY21 (10)	MAY FY21 (11)	JUN FY21 (12)	JUL FY21 (13)	JUL FY21 (14)					
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)	2,997,492	54,849	26,033	31,860	0	0	0	0	0	0	0	0	0	0	12,595	3,122,829		
b. BASELINE CHANGES AUTHORIZED DURING REPORT PERIOD	31,922	(54,849)	218	(233)	0	0	0	0	0	0	0	0	0	0	707	(22,235)		
c. PERFORMANCE MEASUREMENT BASELINE (End of Period)	3,029,413	0	26,251	31,627	0	0	0	0	0	0	0	0	0	0	13,302	3,100,594		



Table 5-1, cont. Format 3, DD Form 2734/3, Baseline

DOLLARS IN Thousands															FORM APPROVED OMB No. 0704-0188	
1. Contractor		2. Contract		3. Program			4. Report Period									
a. Name Mission Support Alliance		a. Name Mission Support Contract		a. Name Mission Support Contract			a. From (2020/08/24)									
b. Location (Address and Zip Code) Richland, WA 99352		b. Number RL14728		b. Phase Operations			b. To (2020/09/30)									
c. TYPE CPAF		d. Share Ratio		c. EVMS ACCEPTANCE No X Yes												
6. PERFORMANCE DATA																
ITEM  (1)	BCWS CUMULATIVE TO DATE (2)	BCWS FOR REPORT PERIOD (3)	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)												UNDISTRIBUTED BUDGET (15)	TOTAL BUDGET (16)
			Six Month Forecast By Month						Remaining Forecast By Month							
			OCT FY21 (4)	NOV FY21 (5)	DEC FY21 (6)	JAN FY21 (7)	FEB FY21 (8)	MAR FY21 (9)	APR FY21 (10)	MAY FY21 (11)	JUN FY21 (12)	JUL FY21 (13)	JUL FY21 (14)			
a2. NON - PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)	1,454,340	18,554	10,210	12,851	0	0	0	0	0	0	0	0	0	0	0	1,495,955
b2. BASELINE CHANGES AUTHORIZED DURING REPORT PERIOD	14,101	(18,554)	0	0	0	0	0	0	0	0	0	0	0	0	0	(4,453)
c2. NON - PERFORMANCE MEASUREMENT BASELINE (End of Period)	1,468,441	0	10,210	12,851	0	0	0	0	0	0	0	0	0	0	0	1,491,502
7. MANAGEMENT RESERVE																1,096
8. TOTAL	4,497,854	0	36,462	44,478	0	0	0	0	0	0	0	0	0	0	13,302	4,593,192



## 6.0 FORMAT 5, DD FORM 2734/5, EXPLANATIONS AND PROBLEM ANALYSIS

Table 6-1, Format 5, DD Form 2734/5, Explanations and Problem Analysis

1. Contractor	2. Contract		3. Program	4. Report Period
a. Name Mission Support Alliance	a. Name Mission Support Contract		a. Name Mission Support Contract	a. From (2020/08/24)
b. Location (Address and Zip Code) Richland, WA 99352	b. Number - RL14728		b. Phase - Operations	b. To (2020/09/30)
	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X      YES	
5. Evaluation				

**Explanation of Variance/Description of Problem:****Current Month Cost Variance (CV):**

**3001.01.01 Safeguards and Security** – The unfavorable CM CV is primarily due to a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*. The impact of the BCR reducing BCWS substantially offset by year-end variance distributions, labor underruns resulting from implementation of COVID-19 procedures, anticipated costs for the Hanford Guard Union (HGU) that has not taken place, attrition and rate variances.

**3001.01.02 Fire and Emergency Response** – The favorable CM CV is primarily due to year-end liquidation of the variable service pool variances (\$1,054K) as well as receiving higher than planned revenue from Energy Northwest (ENW)/ Laser Interferometer Gravitational Wave Observatory (LIGO) for fire and medical response services (\$427K).

**3001.01.04 HAMMER** – The unfavorable CM CV is due a current month point adjustment for the implementation of Mod 924 FY19 Credit Cost Variance Proposal.

**3001.02.03 Public Safety & Resource Protection** – The unfavorable CM CV is primarily due to a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*. Delayed delivery of specialty seeds to re-seed the area burned during the recent Gable Mountain fire also contributed to the variance. MSA planned the seed purchase for August, but received the seeds in September.

**3001.03.02 Information Systems** – The favorable CM CV is primarily due to the delay in award and payment of several software license contracts. MSA planned these maintenance renewal contracts for payment in September Fiscal Year (FY) 20. Contract award and payment will occur in October FY21.



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

1. Contractor	2. Contract		3. Program	4. Report Period
a. Name Mission Support Alliance	a. Name Mission Support Contract		a. Name Mission Support Contract	a. From (2020/08/24)
b. Location (Address and Zip Code) Richland, WA 99352	b. Number - RL14728		b. Phase - Operations	b. To (2020/09/30)
	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X      YES	
5. Evaluation				
<p><b>3001.03.03 Infrastructure/Cyber Security</b> – The unfavorable CM CV is primarily due to the definitization of the Mod 924, <i>FY 2019 Credit Cost Variance Proposal</i> reduced the IM RL-20 Contract Baseline by \$652.3K, causing a current month underrun. Attrition and delays in replacing open positions added to the remainder of the underrun.</p> <p><b>3001.03.04 Content &amp; Records Management</b> – The unfavorable CM CV is primarily due to the definitization of the Mod 924, <i>FY 2019 Credit Cost Variance Proposal</i> reduced the 3001.03.04 Contract Baseline by \$586.8, causing a current month underrun. A delay in award and payment of several software license contracts planned for payment in September FY20 caused the remainder of the underrun. Award and payment of these maintenance renewal contracts will occur be in October FY21.</p> <p><b>3001.04.01 Roads and Grounds Services</b> – The favorable CM CV is primarily due to COVID-19 stop work and "essential mission critical operations" status, and year-end liquidation of the variable service pool variances. In addition, MSA realized efficiencies with Crack Seal due to lower labor-intensive road conditions.</p> <p><b>3001.04.03 Electrical Services</b> – The favorable CM CV is primarily due to current month point adjustment for the implementation of Mod 924, <i>FY19 Credit Cost Variance Proposal</i>, the COVID-19 stop work and "essential mission critical operations" posture, and fewer lineman than are normally on site and year-end liquidation of the variable service pool variances.</p> <p><b>3001.04.04 Water/Sewer Service</b> – The unfavorable CM CV is primarily current month point adjustment for the implementation of Mod 924, <i>FY19 Credit Cost Variance Proposal</i>.</p> <p><b>3001.04.12 Hanford Historic Buildings Preservation</b> – The unfavorable CM CV is primarily due to year-end liquidation of the variable service pool variances.</p>				



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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5. Evaluation			

**3001.04.13 Work Management** – The unfavorable CM CV is primarily current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*.

**3001.04.14 Land and Facilities Management** – The unfavorable CM CV is due a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*.

**3001.04.17 General Supplies Inventory** – The unfavorable CM CV is due a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*.

**3001.06.01 Business Operations** – The unfavorable CM CV is primarily due to the transfer to direct for COVID-19 impacts and labor for Site Essential Services/Phase 1 per RL direction, to a single work package within Site Wide Services (RL-0201). The current month point adjustment for Mod 924, *FY19 Credit Cost Variance Proposal* offset impacted the year-end liquidation of the variable service pool variances.

**3001.06.04 Miscellaneous Support** – The favorable CM CV is due to a current month point adjustment to MSA Engineering/3001.06.04.03.03 for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*.

**3001.06.05 President Office (G&A non PMB)** – The unfavorable CM CV is due to a current month point adjustment of (\$425K) for the implementation of Mod 924, *FY 2019 Credit Cost Variance Proposal*.

**3001.07.01 Portfolio Management** – The unfavorable CM CV is due a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal*.

**3001.08.01 Water System** – The favorable CM CV is primarily due to the Project L-895, *Fire Protection Infrastructure for PRW* cost transfer performed by MSA Finance of a portion (\$280K) of the COVID-19 construction standby costs of the subcontractor from the L-895 Construction CACN to a COVID-19 specific CACN, thus reducing current month ACWP.



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis.

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	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X      YES	
5. Evaluation				

**3001.08.05 Facility System** – The favorable CM CV is primarily Project H-008, *EVOC Track Resurfacing* due to the contract being awarded at a significantly lower cost than anticipated given the aggressive timeline of the project.

**3001.08.06 Reliability Projects Studies & Estimates** – The favorable CM CV is primarily due to Infrastructure Engineering because of a pass back for an occupancy credit in September and a payroll adjustment credit from accounting.

**3001.08.07 Reliability Project Spare Parts Inventory** – The favorable CM CV is primarily due to credits caused by sales of spare parts from the inventory account.

**3001.08.09 Capital Equipment Not Related to Construction** – The favorable CM CV is primarily due to Crane & Rigging System. MSA procured the cranes at a lower cost than originally estimated. MSA received the cranes in September.

**3001. A1 – 3001.B1 Non-PMB** – The favorable CM CV is primarily due to a reduction in Variable Services due to the COVID-19 stop work and "essential mission critical operations" posture, and year-end liquidation of the variable service pool variances.

**Variable Service Pools - Non-PMB** – The WBS elements 3001.01.04 – 3001.06.06 represent the usage-based pool, General and Administrative (G&A), and Direct Labor Adder (DLA) accounts. Offsetting liquidation of service to customers occur with WBS 3001.A7.01 - 3001.A7.03.

**Impacts – Current Month Cost Variance:** No significant impacts are associated with the CM CV that is due to a current month point adjustment for the implementation of Mod 924, *FY19 Credit Cost Variance Proposal* and year-end liquidation of the variable service pool variances





Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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5. Evaluation			

**Corrective Action – Current Month Cost Variance:** None

**Current Month Schedule Variance:**

**3001.08.01 Water System** – The unfavorable CM SV resulted from:

- Project L850, *Replace 200W 1.1M-gal PW Tank* due to the delay in the construction contractor and tank vendor finalizing the tank design. The tank vendor has nearly completed incorporating all comments from MSA. MSA is planning to review and approve comment resolution for the final tank design in October. The subcontractor for engineering support during construction is finalizing DCN-002 for Tank Size Change & Piping to Central Plateau Water Treatment Facility (CPWTF). MSA expects completion in October. This Design Change Notice (DCN) will support the project construction contractor mobilizing for fieldwork.
- Project L-895, *Fire Protection Infrastructure for PRW* due to delays in several construction activities originally scheduled for the current period. Activities include routing and terminating fiber, pump and pipe install in the 200W Pump House basement, and drafting 200W Operational Acceptance Testing Procedures. An Electrical Utilities stop work concern, the need for a critical lift plan for pump install and corresponding contractual issues delayed the completion of these activities. Schedule recovery related to the Third Party Integrator's Programmable Logic Controller (PLC) fabrication and Human Machine Interface (HMI) screen design partially offsets some of the unfavorable CM SV. MSA planned this scope to complete in a prior period, but completed it during the current period due to initial delays in the subcontract procurement process and subsequent COVID-19 related delays.
- Project L-897, *Central Plateau Water Treatment Facility* - experienced two delays:





Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X      YES	
5. Evaluation				
<div>1. Delay in awarding the L-897 Construction subcontract. MSA originally planned the construction subcontract award during the current period. Due to a four-week extension to the initial bid due date provided to construction bidders due to COVID-19 impacts and substantial bid questions, MSA now expects the contract to be awarded during Fiscal Month November FY21 primarily.</div> <div>2. Delay in awarding the Membrane and Processing Equipment subcontract. MSA originally planned award of the membrane subcontract during the current period. Due to delays incurred because of a request for extension of the proposal due date, and additional time needed to validate assumptions and exceptions for this technical and complex procurement, MSA expects contract award during Fiscal Month October FY21.</div> <div><b>3001.08.02 Sewer System</b> – The unfavorable CM SV resulted from Project L-853, <i>200E Sewer Flow Equalization Facility</i>. The CM SV is driven by accelerating work performed in the prior months on resource readiness/availability as mentioned in previous report(s); specifically, completing the Booster Station modifications, Booster Station testing and mechanical.</div> <div><b>3001.08.03 Electrical System</b> – The unfavorable CM SV resulted because:<ul style="list-style-type: none"><li>Project L-789, <i>Priorit T&amp;D Sys Wood PP Test &amp; Replace</i> realized COVID Impacts in August, so the September CM CV was unfavorable. MSA anticipated COVID-19 impacts for Construction Subcontract Change Orders for Standby Cost and DCN and Engineering Change Notice (ECN) Impacts - Construction Subcontract Change Orders based on vendor finalizing cost impacts.</li></ul></div> <div>Partial offsets to the unfavorable CM SV are:<ul style="list-style-type: none"><li>Project H-006, <i>10 CRF 851</i> is due to:</li></ul></div>				



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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- 1) A negative point adjustment in the current period as approved per BCR VMSA-20-061. The BCR revises the budget and schedule to de-scope breaker maintenance on buildings 181B & 182B. This negative BCWS generates a positive schedule variance.
- 2) The team completed Outage #2 at 2715EC, 2715ED, 275E-BA and MO722 ahead of schedule. MSA originally planned for October.

**3001.08.04 Roads and Grounds** – The unfavorable CM SV resulted from:

- Project L-603, *Chip Seal Route 3N (Route 11A to Route 3)* - The current month unfavorable schedule variance is primarily due to delays to construction fieldwork activities. MSA originally planned construction mobilization and road prep of Route 11A to Route 4S to complete during the current period. MSA currently forecasts these activities to complete during October FY20 because of delays in the procurement process that delayed award of the construction subcontract. MSA added additional time to the procurement process to receive essential information from all potential subcontractors.
- Project L-879, *Overlay Cypress Street* - The CM schedule variance is due to delays in construction fieldwork activities. Construction mobilization, road prep, and overlay of Rt. 4S to GW WAY Ext. were originally scheduled to complete during the current period. MSA forecasts these activities to complete during Fiscal Month October FY21 because of delays in the procurement process that affected the award of the construction subcontract. Procurement delays included adding additional time to the procurement process to receive essential information from all potential subcontractors.

**3001.08.05 Facility System** – The unfavorable CM SV resulted from Project L-933, *Install Mobile Office Trailers - 200E* due to the delay of construction phase activities planned to start August 25. Four key critical path drivers contributed to the schedule variance. These are:



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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- 1) Although not originally planned, MSA determined the need for a topographic survey to ascertain the viability of a gravity-flow sewer line. The subcontract procurement process and lack of timely availability of the survey subcontractor delayed receipt of the survey and advancement of the sewer design process.
- 2) The sewer design activity took more time than anticipated for completing the draft sewer design Engineering Change Request (ECR) review.
- 3) Last minute comments received during the workflow approval process created additional delay to the final sewer design ECR.
- 4) One week of Hanford Site Closure delayed the construction request for proposal on-site pre-bid meeting.

**3001.08.08 Network & Telecommunications System** – The unfavorable CM SV resulted from:

- Project H-001, *Business Mgmt Systems Upgrd* procurement process experienced delays with the award of implementation and software subscriptions for the Oracle Cloud Enterprise Resource Planning (ERP) platform in September. The consent packages are currently in review with DOE-RL, and will require DOE-HQ review prior to the award of the contract and completed purchase of the software. An initial delay for submission of the consent package in the June-August 2020 timeframe, required longer than anticipated durations to receive final vendor proposals, evaluate proposals, and develop the package materials.
- Project H-007, *IT and IM Infrastructure Upgrade and Improvement* due to receiving the Video Equipment and Scanner/Imaging equipment procurements in August, ahead of the September scheduled date.
- Project L-937, *Gable East Footprint Reduction (Phase 1)* due to late starts with the ECRs and work package prep on the Tower Grooming, Solar Array, Air Sampling Unit, and Seismic Station, as well as work on the Radio Services Company (RSC) Miscellaneous Material/ Equipment purchases. The project has used schedule float to offset work-planning efforts that are taking longer to complete than estimated. The project is on track to meet their milestone on May 27, 2021, to turn off the Generator.



Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X      YES	
5. Evaluation				

**3001.08.09 Capital Equipment Not Related to Construction** – The favorable CM SV resulted from “Crane & Rigging System” and “Transportation System” schedule recovery due to the 30-T crane being originally scheduled in May but arriving in September. MSA received all cranes in September. The Hazmat truck is in place with an estimated time of arrival scheduled in February or March or 2021.

**Impacts – Current Month Schedule Variance:** Impacts to Reliability Projects are minimal because most Reliability Projects are independent stand-alone projects.

**Corrective Action – Current Month Schedule Variance:** None.

**Cumulative Cost Variance:**

**3001.01.01 Safeguard and Security** - The favorable CTD CV is due to FY 2019 and 2020 year-end variance distributions, labor underruns resulting from implementation of COVID-19 procedures, anticipated costs for the Hanford Guard Union (HGU) that has not taken place, attrition, rate variances, R-Time for hazardous roads and subcontract underruns due to time phasing or realized at lower-than-planned cost.

**3001.004.03 Electrical Services** – The favorable CTD CV is primarily due to labor underruns due to the COVID-19 stop work and "essential mission critical operations" posture and fewer lineman than are normally on site.

**3001.08.01 Water System** - Favorable CTD CV is because of Project L-894, *Raw Water Cross Connect Isolation 200E/W* Engineering Study report costing less than planned, conceptual design utilizing less resources than originally planned, the Definitive Design cost underrun, and the firm fixed price construction contract being awarded at less than the planned value.

In addition, completed projects:



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5. Evaluation			
<ul style="list-style-type: none"> <li>Project L-419, <i>Line Renovation/Replacement from 2901U to 200E</i> had a fixed price contract that was awarded/completed at a lower cost than budgeted.</li> <li>Project L-840, <i>24in Line Replacement from 2901Y to 200W</i> had savings on construction subcontracts due to the contractor's expertise in this type of construction and encountering significantly less difficult site conditions.</li> <li>Projects L-399, <i>T-Plant Potable &amp; Raw Water Line Rest</i>, L-525, <i>24-inch Line Replacement from 2901Y to 200W</i>, and L-311, <i>Refurbish 200W Raw Water Reservoir</i> experienced savings on materials and fixed price construction contracts.</li> </ul> <p><b>3001.A1 – 3001.B1 Non-PMB</b> – The favorable CTD CV is primarily due to a reduction in Variable Services provided to CH2M HILL Plateau Remediation Company (CHPRC) impacted because of an asbestos issue that halted work for several days, a site-wide stop work related to COVID-19 impacting both CHPRC and Washington River Protection Solutions LLC (WRPS), and year-end liquidation of the variable service pool variances.</p> <p><b>Variable Service Pools - Non-PMB.</b> Note that for the non-PMB, the WBS elements 3001.01.04 - 3001.06.06 represent the Usage-Based Pool, General and Administrative (G&amp;A), and Direct Labor Adder (DLA) accounts that are offset by the liquidation of services to customers through WBS 3001.A7.01 – 3001.A7.03. The underruns in the liquidations/revenue accounts (3001.A7.01 – 3001.A7.03) are primarily due to labor underruns in FY 2020 resulting from implementation of COVID-19.</p> <p><b>Impacts - Cumulative Cost Variance:</b> The favorable CTD CV is primarily due to COVID-19 stop work and "essential mission critical operations" posture, and year-end liquidation of the variable service pool variances</p> <p><b>Corrective Action - Cumulative Cost Variance:</b> None.</p>			





Table 6-1, cont. Format 5, DD Form 2734/5, Explanations and Problem Analysis

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5. Evaluation			

**Cumulative Schedule Variance:**

**3001.08.01 Water System** – Unfavorable CTD SV is primarily due to:

- Project L-895, *Fire Protection Infrastructure for PRW* delays in several construction and procurement activities scheduled to complete in prior FM including pulling and terminating new fiber, anchoring and wiring of several major components, and the third party integrator Programmable Logic Controller procurement and pre-programming subcontract. The COVID-19 stop work and procurement related inefficiencies also contributed to the unfavorable SV.
- Project L-897, *Central Plateau Water Treatment Facility* due to:
  - 1) Delay in awarding the L-897 Construction subcontract. MSA planned the construction subcontract for award during the current period. MSA expects the contract award during Fiscal Month November FY21. This change, primarily due to a four-week extension to the initial bid due date, was provided to construction bidders due to COVID-19 impacts and substantial bid questions.
  - 2) Delay in awarding the Membrane and Processing Equipment subcontract. MSA planned the membrane subcontract for award during the current period. MSA now expects the award during Fiscal Month October FY21 due to delays incurred from a request to extend the proposal due date, and additional time needed to validate assumptions and exceptions for this technical and complex procurement.

**3001.08.02 Sewer System** – Favorable CTD SV is due to Project L-854 “200E Sewer Construction” being driven by Contracts, field execution and the construction subcontractor-supporting efforts to remobilize for field work earlier than planned.





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5. Evaluation			
<p><b>3001.08.03 Electrical System</b> – Unfavorable CTD SV is primarily due to Project L-789, <i>Prioritize T&amp;D Sys Wood PP Test &amp; Replace</i> work impacted by in-process DCNs prepared by the construction support Architect/Engineer (A/E). The DCNs were necessary to provide contractor support and training due to the COVID-19 pandemic. In addition, the line drop resulted in a suspension of electrical hot work and was an impact to the schedule. The fieldwork has also been affected with the current "essential mission critical operations" posture at the Hanford site related to the COVID-19 pandemic. The partial shutdown of construction due to COVID-19 resulted in a four-month schedule delay that may not be recoverable. In addition, MSA suspended fieldwork on August 17, 2020, because of supply chain driven resource issues. MSA anticipates Corridor fieldwork scope to restart on January 25, 2021, and complete by March 8, 2021, based on expected procurement lead times for necessary materials.</p> <p><b>3001.08.04 Roads and Grounds</b> – Unfavorable CTD SV is primarily due to:</p> <ul style="list-style-type: none"> <li>Project L-879, <i>Overlay Cypress Street</i> caused by delays to construction fieldwork activities. MSA originally planned construction mobilization, road prep, and overlay of Route 4S to the George Washington Way Extension for completion during the current period. MSA now forecasts these activities to complete during October 2020 due to delays in the procurement process that delayed award of the construction subcontract. MSA added additional time to the procurement process to receive essential information from all potential subcontractors.</li> <li>Project L-603, <i>Chip Seal Route 3N (Route 11A to Route 3)</i> schedule slippage caused by delays to construction fieldwork activities. MSA originally planned construction mobilization and road prep of Route 11A to Route 4S to complete during the current period. MSA now forecasts these activities to complete during October 2020 due to delays in the procurement process that delayed award of the construction subcontract. MSA added additional time to the procurement process to receive essential information from all potential subcontractors.</li> </ul>			



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	c. Type CPAF	d. Share Ratio	c. EVMS Acceptance NO X    YES	
5. Evaluation				
<p><b>3001.08.05 Facility System</b> – The unfavorable CM SV resulted from Project L-933, <i>Install Mobile Office Trailers - 200E</i> due to the delay of construction phase activities that were planned to start August 25. Four key critical path drivers contributed to the schedule variance. These are:</p> <ol style="list-style-type: none"><li>1) Although not originally planned, MSA determined the need for a topographic survey to ascertain the viability of a gravity-flow sewer line. The subcontract procurement process and lack of timely availability of the survey subcontractor delayed receipt of the survey and advancement of the sewer design process.</li><li>2) The sewer design activity took more time than anticipated for completing the draft sewer design Engineering Change Request (ECR) review.</li><li>3) Last minute comments received during the workflow approval process created additional delay to the final sewer design ECR.</li><li>4) One week of Hanford Site Closure delayed the construction request for proposal on-site pre-bid meeting.</li></ol> <p><b>3001.08.08 Network Telecommunication System</b> – The unfavorable CTD SV is primarily from:</p> <ul style="list-style-type: none"><li>• Project H-001, <i>Business Mgmt Systems Upgrd</i> procurement process experienced delays with the award of implementation and software subscriptions for the Oracle Cloud ERP platform in September. The consent packages is currently in review with DOE-RL, and will require HQ review prior to the award of the contract and completed purchase of the software. An initial delay for submission of the consent package in the June-August 2020 timeframe, required longer than anticipated durations to receive final vendor proposals, evaluate proposals, and develop the package materials.</li><li>• Project L-937, <i>Gable East Footprint Reduction (Phase 1)</i> due to late starts with the ECRs and work package prep on the Tower Grooming, Solar Array, Air Sampling Unit, and Seismic Station, as well as work on the Radio Services Company (RSC) Miscellaneous Material/ Equipment purchases. The project has used schedule float to offset work-planning efforts that are taking longer to complete than estimated. The project is on track to meet their milestone on May 27, 2021, to turn off the Generator.</li></ul>				



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**Impacts - Cumulative Schedule Variance:** Impacts to Reliability Projects are minimal because most reliability projects are independent stand-alone projects.

**Corrective Action – Cumulative Schedule Variance:** No corrective action is required because most of these projects are stand-alone.

#### **Variance at Complete:**

The favorable VAC in the Performance Measurement Baseline (PMB) and non-PMB is primarily due to current fiscal year to date underruns associated with the COVID-19 pandemic, year-end variance distributions, and affiliate credits on IT scope.

**Impacts – At Complete Variance:** None.

#### **Corrective Action - At Complete Variance:**

The COVID-19 pandemic resulted in the current “essential mission critical operations” posture for MSA that began on March 23, 2020 and continued through fiscal month September 2020. The project expects the variance to decrease in October 2020 due to expected operational productivity efficiencies as COVID-19 Phase 2 operations continue.

#### **Negotiated Contract Changes:**

The Negotiated Contract Cost for September 2020 decrease \$27.0M from \$4,620.2M to \$4,593.2M due to contract modifications 922, FY2011-2016 RFS Cost and Fee Adjustment Increase to PMB and 924, Definitization of FY2019 Cost Variance Proposal.

#### **Changes in Estimated Cost of Authorized Unpriced Work:**

The Authorized Unpriced Work (AUW) for the reporting period remained at zero.



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##### Changes in Estimated Price:

The Estimated Price for September 2020 increased \$18.5M from \$4,739.2M to \$4,757.7M. This increase is primarily due to the direct charging of the COVID-19 costs, partially offset with fiscal year-end rate variance distributions, and delays due to the stop work for the COVID-19 pandemic. The Estimated Price includes the Most Likely Management Estimate at Completion (MEAC) of \$4,507.7M and fee of \$250.0M.

##### Changes in Undistributed Budget:

The UB for this reporting period increase by \$0.7M from \$12.6M to \$13.3M. The primary reason for the change was realigning Reliability Projects. The following BCRs changed the UB:

- VMSA-20-048 – Combine Notice of Construct Permit Impacts into PMB for Numerous Projects; Defer Scope to PCB; & Move Bud to SWS-UB
- VMSA-20-051 – Create 1 Level 4 and 4 Level 5 WBSs for S-250, Paving and Drainage for Patrol Training Academy and Move Budget from SWS-UB
- VMSA-20-061 – H-006, 10 CFR 851 - De-Scope Breaker Maintenance 181B & 182B and Return Budget to SWS-UB
- VMSA-20-063 – Accelerate L-839, 12in Potable Water Line to WTP Construction Scope and Schedule from PCB and Add Budget from SWS-UB
- VMSA-20-064 – Re-Plan L-861 Design to Incorporate COVID-19 Impacts; Move Scope and Schedule to PCB; Move Budget from SWS-UB
- VMSA-20-067 – Admin BCR - Move RL-0201 Reliability Projects Management Reserve and Undistributed Budget (SWS-UB) from FY 2020 to FY 2021



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#### 5. Evaluation

##### Changes in Management Reserve:

The MR for this reporting period decreased \$0.3M from \$1.4M to \$1.1M. The primary reason for the change in MR was a realized risk in L-603 project with subcontractor change orders.

##### Differences in the Performance Measurement Baseline:

This reporting period the Performance Measurement Baseline decreased by \$22.2M from \$3,122.8M to \$3,100.6M.

The following BCRs changed the PMB:

- VMSA-20-062 – Realize Risk for L-603, Chip Seal Route 3 Rt. 11A to Rt. 4S for Construction Subcontractor; Move Budget from MR
- VMSA-20-066 – Mod 922 - Definitization of FY 2011- 2016 Request for Services (RFS) Cost and Fee Adjustment Increase to PMB
- VMSA-20-068 – Modification 924 - Definitization of FY 2019 Cost Variance Proposal

The following BCRs adjusted time phasing and did not change the PMB:

- VMSA-20-048 – Combine Notice of Construct Permit Impacts into PMB for Numerous Projects; Defer Scope to PCB; & Move Bud to SWS-UB
- VMSA-20-051 – Create 1 Level 4 and 4 Level 5 WBSs for S-250, Paving and Drainage for Patrol Training Academy and Move Budget from SWS-UB
- VMSA-20-061 – H-006, 10 CFR 851 - De-Scope Breaker Maintenance 181B & 182B and Return Budget to SWS-UB
- VMSA-20-063 – Accelerate L-839, 12in Potable Water Line to WTP Construction Scope and Schedule from PCB and Add Budget from SWS-UB
- VMSA-20-064 – Re-Plan L-861 Design to Incorporate COVID-19 Impacts; Move Scope and Schedule to PCB; Move Budget from SWS-UB



1. Contractor	2. Contract	3. Program	4. Report Period
a. Name Mission Support Alliance	a. Name Mission Support Contract	a. Name Mission Support Contract	a. From (2020/08/24)
b. Location (Address and Zip Code) Richland, WA 99352	b. Number - RL14728 c. Type CPAF	b. Phase - Operations c. EVMS Acceptance NOX YES	b. To (2020/09/30)

#### 5. Evaluation

- VMSA-20-067 – Admin BCR - Move RL-0201 Reliability Projects Management Reserve and Undistributed Budget (SWS-UB) from FY 2020 to FY 2021
- VRL0201RP-20-002 – Split FY 2020/2021 P6 Activities that Span Both Years in the PMB to Support the Base Year Shift Process

The following BCR was Administrative in Nature and did not change the PMB:

- VMSA-20-004 Rev 11 – Administrative BCR – Create Lower Level Task Order (LLTO) WBSs for Cost Collection Established in the Month of September.

#### **Differences in the Non-Performance Measurement Baseline:**

This reporting period the non-PMB decrease by \$4.5M from \$1,496.0M to \$1,491.5M.

The following BCR changed the non-PMB:

- VMSA-20-068 – Modification 924 - Definitization of FY 2019 Cost Variance Proposal

#### **Best/Worst/Most Likely Management Estimate at Completion (MEAC):**

The Best Case MEAC assumes the completion of the approved work scope at the current negotiated contract value consistent with the Contract Budget Base. The Most Likely MEAC reflects the EAC including MR. The Worst Case Scenario assumes a 5 percent increase to the Most Likely MEAC case scenario.



## 7.0 USAGE-BASED SERVICES/DIRECT LABOR ADDER SUMMARY

The Direct Labor Adder (DLA) collects the cost of centralized management, support from others, craft indirect time, and non-labor cost such as training and facilities. These costs are distributed via a rate on direct labor. Usage-Based Services (UBS) are services liquidated to customers (internal and external). The UBS cost is associated with a service and distributed on a unit rate to the customer based upon requests (“pay by the drink”).

Table 7-1. Usage-Based Services/Direct Labor Adder Summary (dollars in thousands).

Fiscal Year 2020 to Date – September 2020					
Account Description	BCWS	BCWP	ACWP	CV	Liquidation
<b>Direct Labor Adder</b>					
Software Engineer Services DLA (3001.03.02.03)	\$3,251.5	\$3,251.5	\$3,063.1	\$188.4	(\$3,063.1)
Content & Records Management DLA (3001.03.01.04)	\$881.8	\$881.8	\$833.1	\$48.7	(\$833.1)
Transportation DLA (3001.04.06.02)	\$6,799.0	\$6,799.0	\$5,103.7	\$1,695.3	(\$5,103.7)
Maintenance DLA (3001.04.05.02)	\$10,581.3	\$10,581.3	\$8,316.5	\$2,264.8	(\$8,316.5)
Janitorial Services DLA (3001.04.05.03)	\$1,408.3	\$1,408.3	\$1,228.7	\$179.6	(\$1,228.7)
<b>Total Direct Labor Adder</b>	<b>\$22,921.9</b>	<b>\$22,921.9</b>	<b>\$18,545.1</b>	<b>\$4,376.8</b>	<b>(\$18,545.1)</b>

ACWP = Actual Cost of Work Performed  
BCWP = Budgeted Cost of Work Performed

CV = Cost Variance  
BCWS = Budgeted Cost of Work Scheduled

BAC = Budget at Completion  
FYTD = Fiscal Year to Date



Table 7-1, cont. Usage-Based Services/Direct Labor Adder Summary (dollars in thousands).

Fiscal Year 2020 to Date – September 2020					
Account Description	BCWS	BCWP	ACWP	CV	Liquidation
Usage Based Services					
Training (3001.01.04.02)	\$17,180.7	\$17,180.7	\$14,682.8	\$2,497.9	(\$14,682.8)
HRIP (3001.02.04.02)	\$4,545.0	\$4,545.0	\$3,501.2	\$1,043.8	(\$3,501.2)
Dosimetry (3001.02.04.03)	\$5,745.9	\$5,745.9	\$4,988.2	\$757.7	(\$4,988.2)
Information Technology Services (3001.03.07.01)	\$33,100.0	\$33,100.0	\$32,552.7	\$547.3	(\$32,552.7)
Work Management (3001.04.13.01)	\$740.6	\$740.6	\$685.8	\$54.8	(\$685.8)
Courier Services (3001.04.15.02)	\$231.0	\$231.0	\$188.0	\$43.0	(\$188.0)
Occupancy (3001.04.14.06)	\$10,331.6	\$10,331.6	\$9,166.4	\$1,165.2	(\$9,166.4)
Crane & Rigging (3001.04.08.02)	\$12,489.9	\$12,489.9	\$8,401.2	\$4,088.7	(\$8,401.2)
Fleet (3001.04.07.02)	\$17,887.5	\$17,887.5	\$14,406.4	\$3,481.1	(\$14,406.4)
<b>Total UBS</b>	<b>\$102,252.2</b>	<b>\$102,252.2</b>	<b>\$88,572.7</b>	<b>\$13,679.5</b>	<b>(\$88,572.7)</b>
<b>Total DLA / UBS</b>	<b>\$125,174.1</b>	<b>\$125,174.1</b>	<b>\$107,117.8</b>	<b>\$18,056.3</b>	<b>(\$107,117.8)</b>

ACWP = Actual Cost of Work Performed.

CV = Cost Variance

BAC = Budget at Completion.

BCWP = Budgeted Cost of Work Performed.

BCWS = Budgeted Cost of Work Scheduled.

FYTD = Fiscal Year to Date

**Variance \$18.1M** - The fiscal year to date favorable cost variance is driven by the impacts of the Site Essential Mission Critical Operations and Phase 1 / 2 status in response to the COVID-19 pandemic during the fiscal months of April through September. The Site posture reduced service requests and resulted in a subsequent under run of costs across all of the UBS and DLA pool accounts at fiscal year-end.

## 8.0 RELIABILITY PROJECT STATUS

Activity in September was centered on continuing progress on projects carried over from FY 2019.  
(Table 8-1 below.)

Table 8-1. Current Active Reliability Project Summary

Projects to be Completed (\$000's)														
Work Scope Description (Reliability Projects)	Contract to Date - Performance							PMB Project Baseline				PMB Completion Dates		
	BCWS	BCWP	ACWP	SV	CV	SPI	CPI	BAC	EAC	VAC	% Complete	Forecast Date	Baseline Complete Date	PMB Schedule at Complete
L-850, Replace 200W 1.1M-gal PW Tank	1,572.5	1,494.8	1,719.8	(77.8)	(225.0)	0.95	0.87	1,695.2	1,902.3	(207.1)	88%	1/19/2021	11/19/2020	R
L-849, Replace 200E 1.1M-gal PW Tank	834.4	834.4	775.6	(0.0)	58.8	1.00	1.08	1,163.2	1,102.3	60.9	72%	11/30/2020	11/19/2020	Y
L-894, Raw Water Cross Connection Isolation 200E/W	8,289.6	8,250.5	7,089.5	(39.1)	1,161.0	1.00	1.16	8,315.2	7,180.2	1,135.0	99%	4/14/2021	11/19/2020	R
L-895, Fire Protection Infrastructure for Plateau Raw Water	9,654.0	9,206.2	8,945.2	(447.8)	261.0	0.95	1.03	10,301.1	10,025.8	275.4	89%	8/2/2021	11/19/2020	R
L-357, Replace 12" Potable Water Line to 222-S Lab	1,654.4	1,654.4	1,708.8	0.0	(54.5)	1.00	0.97	1,654.4	1,708.8	(54.5)	100%	8/25/2020	7/15/2019	R
L-781, 181D Vertical Turbine Pumps	670.8	670.8	481.7	0.0	189.1	1.00	1.39	707.8	541.4	166.4	95%	12/17/2020	11/19/2020	Y
L-897, Central Plateau Water Treatment Facility	3,698.1	3,521.8	3,365.2	(176.3)	156.5	0.95	1.05	4,470.5	4,313.8	156.7	79%	2/28/2021	11/20/2020	R
L-826, 181B Vertical Turbine Pumps	584.1	584.1	406.4	0.0	177.7	1.00	1.44	638.1	469.8	168.3	92%	11/19/2020	11/19/2020	G
L-839, 12" Potable Water Loop Line to WTP	488.5	491.5	333.9	3.0	157.6	1.01	1.47	500.0	358.5	141.5	98%	12/21/2020	11/19/2020	Y
L-853, 200E Sewer Flow Equalization Facility	6,272.7	6,235.8	6,821.8	(36.9)	(586.1)	0.99	0.91	6,371.6	6,946.9	(575.2)	98%	1/7/2021	11/19/2020	R
L-854, 200E Sewer Consolidations	6,015.9	6,226.8	6,559.4	210.9	(332.6)	1.04	0.95	6,520.4	6,709.7	(189.2)	95%	11/10/2020	11/19/2020	G
L-789, Prioritize T&D Sys Wood PP Test & Replace	9,324.4	7,497.9	8,098.6	(1,826.4)	(600.7)	0.80	0.93	9,451.5	9,942.4	(490.9)	79%	4/27/2021	11/19/2020	R
L-898, 100 Area Mission Crit. Dist. Feeders Repl	69.3	31.9	3.4	(37.4)	28.5	0.46	0.47	166.1	136.1	30.0	19%	2/9/2021	11/20/2020	R
L-801, Upgrade SCADA	1,380.3	1,319.9	1,356.9	(60.4)	(37.0)	0.96	0.97	1,380.3	1,418.3	(38.0)	96%	2/18/2021	11/4/2020	R
L-791, RFL Transfer Trip Upgrades	1,065.7	996.8	817.7	(68.9)	179.0	0.94	1.22	1,112.1	934.4	177.7	90%	3/23/2021	11/19/2020	R

\*\*\* Excludes Level-of-Effort work scopes

SPI & CPI	
G	>= 0.90
Y	>= 0.70 & < 0.90
R	< 0.70

Schedule at Complete	
G	On schedule
Y	1-30 working days behind schedule
R	>30 working days behind schedule

VAC Cost	
G	Underspent or <100K over
Y	>100K Over Spent
R	>300K Over Spent

Table 8-1. Current Active Reliability Project Summary (cont.)

Projects to be Completed (\$000's)														
Work Scope Description (Reliability Projects)	Contract to Date - Performance							PMB Project Baseline				PMB Completion Dates		
	BCWS	BCWP	ACWP	SV	CV	SPI	CPI	BAC	EAC	VAC	% Complete	Forecast Date	Baseline Complete Date	PMB Schedule at Complete
L-720, Outdoor Lighting Reconfiguration and Repl	222.6	196.2	389.4	(26.5)	(193.2)	0.88	0.50	368.2	558.7	(190.5)	53%	3/10/2021	11/19/2020	R
L-707, Advanced Electrical Metering	15.5	15.3	58.8	(0.2)	(43.5)	0.99	0.26	28.1	71.3	(43.3)	55%	12/1/2020	11/19/2020	Y
H-006, 10 CFR 851	2,806.4	2,900.0	2,568.0	93.6	332.0	1.03	1.13	3,094.7	2,717.3	377.4	94%	11/19/2020	11/19/2020	G
L-861, Single Circuit Distribution Pole Replacement	314.5	314.5	308.4	0.0	6.1	1.00	1.02	456.7	454.7	1.9	69%	11/30/2020	11/19/2020	Y
L-612, 230kV Trans Sys Recon & Sustainability	2,217.1	2,226.2	1,541.4	9.1	684.8	1.00	1.44	2,367.9	1,678.6	689.3	94%	11/19/2020	11/19/2020	G
L-603, Chip Seal Route 3N (Route 11A to Route 3)	355.0	72.4	72.8	(282.6)	(0.4)	0.20	0.99	1,305.1	1,245.3	59.8	6%	12/1/2020	11/19/2020	Y
L-879, Overlay Cypress Street	484.1	79.5	86.8	(404.6)	(7.3)	0.16	0.92	1,029.4	764.6	264.8	8%	11/24/2020	11/19/2020	Y
L-883, Chip Seal Rt 10, SR-240 to WYE Barricade	12.2	12.2	11.2	0.0	0.9	1.00	1.08	12.2	11.2	0.9	100%	7/30/2020	7/30/2020	G
L-534, Overlay Interior 200 East Roads	12.0	12.0	11.8	(0.0)	0.1	1.00	1.01	12.0	11.8	0.1	100%	7/30/2020	7/30/2020	G
L-888, 400 Area Fire Station	1,764.9	1,760.7	1,701.1	(4.2)	59.6	1.00	1.04	1,776.1	1,752.9	23.2	99%	7/21/2021	11/19/2020	R
L-796, Key Facilities Roof Replacements	2,092.1	2,090.6	2,239.8	(1.5)	(149.2)	1.00	0.93	2,092.1	2,213.4	(121.3)	100%	11/19/2020	8/20/2020	R
L-907, Fleet Complex Site Development	46.3	26.9	13.7	(19.4)	13.2	0.58	1.96	295.5	277.4	18.1	9%	4/5/2021	11/19/2020	R
L-798, 2101M HVAC Replacement	265.3	264.3	156.4	(1.0)	107.9	1.00	1.69	265.3	159.6	105.7	99.6%	10/22/2020	7/6/2020	R
L-797, Key Facilities HVAC Replacements	409.5	397.7	302.4	(11.8)	95.3	0.97	1.32	409.5	314.1	95.4	97%	10/28/2020	7/29/2020	R

\*\*\* Excludes Level-of-Effort work scopes

SPI & CPI	
G	>= 0.90
Y	>= 0.70 & < 0.90
R	< 0.70

SPI & CPI	
G	>= 0.90
Y	>= 0.70 & < 0.90
R	< 0.70

SPI & CPI	
G	>= 0.90
Y	>= 0.70 & < 0.90
R	< 0.70

Table 8-1. Current Active Reliability Project Summary (cont.)

Projects to be Completed (\$000's)														
Work Scope Description (Reliability Projects)	Contract to Date - Performance							PMB Project Baseline				PMB Completion Dates		
	BCWS	BCWP	ACWP	SV	CV	SPI	CPI	BAC	EAC	VAC	% Complete	Forecast Date	Baseline Complete Date	PMB Schedule at Complete
L-933, Install Mobile Office Trailers - 200E	1,171.9	798.9	770.5	(373.0)	28.4	0.68	1.04	2,162.7	2,089.3	73.4	37%	1/12/2021	11/19/2020	R
L-934, MSC Office Space Gap Reduction - 200E	54.9	38.8	50.7	(16.2)	(11.9)	0.71	0.76	2,538.4	2,503.9	34.5	2%	12/8/2020	11/19/2020	Y
H-008 EVOC Track Resurfacing	1,186.6	1,186.6	613.7	0.0	572.9	1.00	1.93	1,203.5	625.4	578.1	99%	11/19/2020	11/19/2020	G
L-905, FARS & RFARS Replacement & Upgrade	160.0	167.4	242.4	7.4	(74.9)	1.05	0.69	244.8	323.2	(78.4)	68%	11/12/2020	11/19/2020	G
L-921, Telecom Hut at Met Tower	448.4	338.8	443.9	(109.7)	(105.1)	0.76	0.76	931.4	1,025.0	(93.6)	36%	1/11/2021	11/19/2020	R
L-919, Emergency Radio Upgrade	4,171.4	4,107.7	4,471.8	(63.6)	(364.1)	0.98	0.92	5,941.3	6,269.0	(327.6)	69%	2/24/2021	11/19/2020	R
H-002, Enterprise Health Record System	3,869.9	3,850.1	3,659.7	(19.8)	190.4	0.99	1.05	3,960.4	3,757.0	203.5	97%	11/19/2020	11/19/2020	G
H-003, ABCASH	1,994.4	1,994.4	2,360.0	0.0	(365.6)	1.00	0.85	1,994.4	2,360.0	(365.6)	100%	8/6/2020	8/6/2020	G
H-001, BMS Upgrade	2,570.7	1,154.6	842.7	(1,416.0)	312.0	0.45	1.37	3,602.4	3,241.4	361.0	32%	10/4/2021	11/19/2020	R
L-819, High Capacity Fiber Optic (300 Area)	0.0	0.0	0.0	0.0	0.0	N/A	N/A	0.0	0.0	0.0	0%	9/18/2020	9/18/2020	G
IT & IM Infrastructure Upgrade and Improvement	2,725.7	2,725.7	2,551.4	0.0	174.3	1.00	1.07	2,725.7	2,552.5	173.1	100%	9/28/2020	9/23/2020	Y
L-937, Gable East Footprint Reduction (Phase 1)	309.1	93.0	25.2	(216.1)	67.8	0.30	3.69	1,143.1	1,042.3	100.8	8%	1/14/2021	11/19/2020	R
Crane & Rigging System - CENRTC	8,329.6	8,329.6	8,141.5	0.0	188.1	1.00	1.02	8,329.6	8,141.5	188.1	100%	8/27/2020	9/30/2020	G
Hanford Fire Department - CENRTC	5,026.7	5,026.7	1,988.2	(0.0)	3,038.5	1.00	2.53	5,026.7	1,988.2	3,038.5	100%	4/28/2020	10/17/2019	R
Transportation System - CENRTC	1,480.4	1,480.4	2,027.9	(0.0)	(547.6)	1.00	0.73	1,480.4	2,027.9	(547.6)	100%	7/23/2020	9/30/2020	G
<b>Total</b>	<b>96,092.0</b>	<b>90,678.7</b>	<b>86,135.8</b>	<b>(5,413.3)</b>	<b>4,542.8</b>	<b>0.94</b>	<b>1.05</b>	<b>109,245.25</b>	<b>103,868.52</b>	<b>5,376.73</b>	<b>83%</b>			

\*\*\* Excludes Level-of-Effort work scopes

VAC Cost	
G	Underspent or <100K over
Y	>100K Over Spent
R	>300K Over Spent

SPI & CPI	
G	>= 0.90
Y	>= 0.70 & < 0.90
R	< 0.70

VAC Cost	
G	Underspent or <100K over
Y	>100K Over Spent
R	>300K Over Spent

## RELIABILITY STATUS, CONT.

### Reliability Projects Variance Explanations

#### Contract-to-Date (CTD) Schedule Variances (SV) (Threshold: +/- \$500K):

- L-789, *Priorit T&D Sys Wood PP Test & Replace*: Unfavorable CTD SV is primarily because of work being impacted by multiple new Design Change Notices (DCNs) that were prepared by the construction support Architect/Engineer (A/E). Additionally, the line drop resulted in a suspension of electrical hot work for six-weeks negatively impacting the construction schedule. Fieldwork was impacted by the current "essential mission critical operations" posture at the Hanford site related to the COVID-19 pandemic. The partial shutdown of construction due to COVID-19 has resulted in about four-months of schedule delay that is not fully recoverable. In addition, field work was suspended on August 17, 2020 as a result of supply chain driven resource issues. Corridor field work scope is anticipated to restart on January 25, 2021 and complete March 8, 2021 based on expected procurement lead times for necessary materials.
- H-001, *BMS Upgrade*: Unfavorable CTD SV is primarily driven by delays with the award of implementation and software subscriptions for the Oracle Cloud Enterprise Resource Planning (ERP) platform in September as originally planned. This is due to the consent packages currently in review with DOE-RL, and will require DOE-HQ review prior to the award of the contract and completed purchase of the software. The submission of the consent package was initially delayed in the June-August 2020 time periods due to longer than the anticipated time period required to receive final vendor proposals, evaluate proposals, and develop the package materials.

#### CTD Cost Variances (CV) (Threshold: +/- \$500K):

- L-894, *Raw Water Cross Connection Isolation 200E/W*: The CTD favorable CV is due to the Engineering Study report costing less than planned, conceptual design utilizing less resources than originally planned the Definitive Design cost underrun, and due to the firm fixed price construction contract awarded at less than planned value.
- L-853, *200E Sewer Flow Equalization Facility*: The CTD unfavorable CV is driven by MSA labor overruns specific to engineering & professional administrator disciplines related to effort expended on change orders (over 50 on this job), compliance requirements, and/or other work associated with project execution.





DCNs resulted in unplanned subcontract costs in the form of change orders to execute the construction work associated with each change. The project has also experienced unplanned training & material costs.

- *L-789, Prioritize T&D Sys Wood Test & Replace*: The CTD unfavorable CV is due to higher than anticipated costs for MSA/ Electrical Utilities (EU) lineman supporting the project, minimal work performed in March due to the pause on all hot work, and standby costs because of the work pause. During late winter, the contractor was called onto their mutual aid agreement in support of the Public Utility District (PUD) restoration work north of Seattle. The construction support A/E worked on several new DCNs and MSA staff continued to support work and charge the project during this period.
- *H-008, EVOC Track Resurfacing*: The favorable CTD CV is primarily due to the Project H-008 “EVOC Track Resurfacing” contract award at a significantly lower cost than anticipated given the aggressive timeline of the project.
- *Hanford Fire Department - CENRTC*: The CTD favorable CV is due to EF07, Replace Ambulance MED-94, and EF05, Replace MED-92, 68G-3979 (2000) costing less than planned. These procurements were completed in 2010 and 2011.
- *Transportation System - CENRTC*: The CTD unfavorable CV is due to ER49, Front End Loader/Water Truck/Trailer costing more than planned. This procurement was completed in 2010 and 2011.

## **Variances at Completion (VAC) (Threshold: +/- \$750K)**

- *L-894, Raw Water Cross Connection Isolation 200E/W*: Favorable VAC is primarily due to the Engineering Study report costing less than planned, conceptual design utilizing less resources than originally planned, the Definitive Design cost underrun, and the firm fixed price construction contract awarded at less than the planned value.
- *Hanford Fire Department –CENRTC (EF32)*: Favorable VAC is due to Replace Ambulance MED-94, and MED-92, 68G-3979 (2000) costing less than planned.

Table 8 -2. Reliability Projects Schedule

RL-40RP CU-september - RL-40 Reliability Projects - Current - Sep 20 Layout: MSA - Summa RP Schedule - PMB CU		Mission Support Alliance				Page 1 of 3		
Activity Name	CO	RS	Forecast Start	Forecast Finish	Baseline Start	Baseline Finish	2019	2020
EC02, Replace Regulated 30-Ton Crane with an 30-Ton Crane - HO 17T-19986 (1993)	131	0	20-Feb-20 A	27-Aug-20 A	18-Feb-20	15-Apr-20		
EF32, Replace Hazmat 92, (Re-chassis only), HO 68D-3892 (1990) HO 68D-3892 (1990)	8	0	27-Apr-20 A	28-Apr-20 A	07-Oct-19	17-Oct-19		
ER16, Replace Caterpillar D-8 Dozer HO 63-05580 (1985)	7	0	02-Jul-20 A	23-Jul-20 A	21-Sep-20	30-Sep-20		
H-001, BMS Upgrade - Phase II	600	254	20-May-19 A	04-Oct-21	20-May-19	19-Nov-20		
H-002, Enterprise Health Record System	67	29	22-Jun-20 A	19-Nov-20	17-Jun-20	19-Nov-20		
H-003, ABCASH	55	0	15-Jun-20 A	06-Aug-20 A	10-Jun-20	06-Aug-20		
H-006, 10 CFR 851	430	29	01-Oct-18 A	19-Nov-20	01-Oct-18	19-Nov-20		
H-007, IT & IM Infrastructure and Improvement	70	0	06-Jul-20 A	28-Sep-20 A	06-Jul-20	23-Sep-20		
H-008, EVOC Track Resurfacing	98	36	06-Jul-20 A	19-Nov-20	06-Jul-20	19-Nov-20		
L-357, Replace 12-in. Potable Water Line to 222-S Lab	652	0	28-Jun-17 A	25-Aug-20 A	03-Jul-17	15-Jul-19		
L-534, Inlay Interior 200 East Roads	129	0	02-Mar-20 A	30-Jul-20 A	02-Mar-20	30-Jul-20		
L-603, Overlay Route 3N (Route 11A to Route 3)	192	42	02-Mar-20 A	01-Dec-20	02-Mar-20	19-Nov-20		
L-612, 230kV Transmission System Reconditioning and Sustainability Upgrades - MSA	248	29	01-Oct-19 A	19-Nov-20	30-Sep-19	19-Nov-20		
L-707, Advanced Electrical Metering	908	33	15-Jun-20 A	01-Dec-20	26-May-20	19-Nov-20		
L-720, Outdoor Lighting Reconfiguration and Replacement	604	109	01-Oct-18 A	10-Mar-21	15-Oct-18	19-Nov-20		
<div> <div></div> Summary           <div></div> Baseline         </div> <div> <b>MSC - Reliability Projects</b>  <b>Summary Schedule</b>  <b>Data Date: 30-Sep-20</b> </div>								

Table 8 -2. Reliability Projects Schedule Cont.



RL-40RP CU-september - RL-40 Reliability Projects - Current - Sep 20 Layout: MSA - Summ RP Schedule - PMB CU		Mission Support Alliance			Page 2 of 3				
Activity Name	CO	RO	Forecast Start	Forecast Finish	Baseline Start	Baseline Finish	2019	2020	
L-781, 181D Pump House Vertical Turbine Pump Design	2072	54	01-Oct-12 A	17-Dec-20	01-Oct-12	19-Nov-20			
L-789, Prioritized T&D System Wood Power Poles Testing & Replacement (DFLAW Priority)	1439	143	10-Aug-15 A	27-Apr-21	10-Aug-15	19-Nov-20			
L-791, RFL Transfer Trip Upgrades	725	118	07-May-18 A	23-Mar-21	07-May-18	19-Nov-20			
L-796, Key Facilities Roof Replacements	579	36	29-May-18 A	19-Nov-20	04-Jun-18	20-Aug-20			
L-797, Key Facilities HVAC replacements	140	16	24-Feb-20 A	28-Oct-20	24-Feb-20	29-Jul-20			
L-798, 2101M HVAC Replacement	117	13	23-Jan-20 A	22-Oct-20	03-Feb-20	06-Jul-20			
L-801, Upgrade SCADA	491	76	05-Sep-18 A	18-Feb-21	04-Sep-18	04-Nov-20			
L-819, High Capacity Fiber Optic ((300 Area - Central Plateau)	44	0	22-Jun-20 A	18-Sep-20 A	22-Jun-20	18-Sep-20			
L-826, 181 B Vertical Turbine Pumps, Header, Instrumentation, Commission	445	29	01-Oct-18 A	19-Nov-20	01-Oct-18	19-Nov-20			
L-839, 12in Potable Water Loop-Line to WTP	300	44	24-Jun-19 A	21-Dec-20	24-Jun-19	19-Nov-20			
L-849, Replace 200E 1.1M-gal PW Tank	1072	32	10-Aug-15 A	30-Nov-20	24-Aug-15	19-Nov-20			
L-850, Replace 200W 1.1M-gal PW Tank	1395	74	29-Jul-15 A	19-Jan-21	10-Aug-15	19-Nov-20			
L-853, 200E Sewer Flow Equalization Facility	1357	66	17-Aug-15 A	07-Jan-21	17-Aug-15	19-Nov-20			
L-854, 200E Sewer Consolidations	1320	29	17-Aug-15 A	10-Nov-20	17-Aug-15	19-Nov-20			
L-861, Single Circuit Distribution Pole Replacement	229	31	07-Jan-20 A	30-Nov-20	13-Jan-20	19-Nov-20			
 Summary  Baseline		MSC - Reliability Projects Summary Schedule Data Date: 30-Sep-20							

Table 8 -2. Reliability Projects Schedule Cont.

RL-40RP CU-september - RL-40 Reliability Projects - Current - Sep 20 Layout: MSA - Summ RP Schedule - PMB CU		Mission Support Alliance		Page 3 of 3			
Activity Name	CO	NO	Forecast Start	Forecast Finish	Baseline Start	Baseline Finish	2019 2020
L-879, Overlay Cypress Street	189	39	02-Mar-20 A	24-Nov-20	02-Mar-20	19-Nov-20	
L-883, Chip Seal Rt 10, SR-240 to WYE Barric	103	0	02-Mar-20 A	30-Jul-20 A	02-Mar-20	30-Jul-20	
L-888, 400 Area Fire Station	814	202	30-Apr-18 A	21-Jul-21	30-Apr-18	19-Nov-20	
L-894, Raw Water Cross Connection Isolation 200E/W	1164	134	29-Aug-16 A	14-Apr-21	29-Aug-16	19-Nov-20	
L-895, Fire Protection Infrastructure for Plateau Raw Water	1152	210	09-Jan-17 A	02-Aug-21	09-Jan-17	19-Nov-20	
L-897, 200 Area Water Treatment Plant	939	101	29-Nov-17 A	28-Feb-21	29-Nov-17	20-Nov-20	
L-898, 100 Area Mission Critical Distribution Feeders Replacement	522	71	01-Oct-18 A	09-Feb-21	02-Jul-18	20-Nov-20	
L-905, Fire Alarm Report System (FARS) and Radio Fire Alarm Reporter (RFAR) Replacement and	457	25	06-Aug-18 A	12-Nov-20	06-Aug-18	19-Nov-20	
L-907, Fleet Complex Site Development	225	101	24-Feb-20 A	05-Apr-21	24-Feb-20	19-Nov-20	
L-919, Emergency Radio Upgrades	366	79	29-Apr-19 A	24-Feb-21	29-Apr-19	19-Nov-20	
L-921, Telecom Hut at Met Tower	365	54	18-Mar-19 A	11-Jan-21	18-Mar-19	19-Nov-20	
L-933, Installation of Mobile Office Trailers - 200E	93	55	22-Jun-20 A	12-Jan-21	22-Jun-20	19-Nov-20	
L-934, MSC Office Space Gap Reduction - 200E	71	47	04-Aug-20 A	08-Dec-20	22-Jun-20	19-Nov-20	
L-937, Gable East Footprint Reduction (Phase 1)	57	57	31-Aug-20 A	14-Jan-21	24-Aug-20	19-Nov-20	
Summary Baseline		<b>MSC - Reliability Projects</b> <b>Summary Schedule</b> <b>Data Date: 30-Sep-20</b>					

## 9.0 BASELINE CHANGE REQUEST LOG (BCR)

### Baseline Change Request Log for September 2020

Eleven Baseline Change Requests (BCRs) were processed in September.

Two BCRs incorporated Contract Modifications:

- VMSA-20-066 – Mod 922 - Definitization of FY 2011- 2016 Request for Services (RFS) Cost and Fee Adjustment Increase to PMB
- VMSA-20-068 – Modification 924 - Definitization of FY 2019 Cost Variance Proposal

Eight BCRs related to Reliability Projects:

- VMSA-20-048 – Combine Notice of Construct Permit Impacts into PMB for Numerous Projects; Defer Scope to PCB; & Move Bud to SWS-UB
- VMSA-20-051 – Create 1 Level 4 and 4 Level 5 WBSs for S-250, Paving and Drainage for Patrol Training Academy and Move Budget from SWS-UB
- VMSA-20-061 – H-006, 10 CFR 851 - De-Scope Breaker Maintenance 181B & 182B and Return Budget to SWS-UB
- VMSA-20-062 – Realize Risk for L-603, Chip Seal Route 3 Rt. 11A to Rt. 4S for Construction Subcontractor; Move Budget from MR from MR
- VMSA-20-063 – Accelerate L-839, 12in Potable Water Line to WTP Construction Scope and Schedule from PCB and Add Budget from SWS-UB
- VMSA-20-064 – Re-Plan L-861 Design to Incorporate COVID-19 Impacts; Move Scope and Schedule to PCB; Move Budget from SWS-UB
- VMSA-20-067 – Admin BCR - Move RL-0201 Reliability Projects Management Reserve and Undistributed Budget (SWS-UB) from FY 2020 to FY 2021
- VRL0201RP-20-002 – Split FY 2020/2021 P6 Activities that Span Both Years in the PMB to Support the Base Year Shift Process

One BCR was Administrative in Nature:

- VMSA-20-004 Rev 11 – Administrative BCR – Create Lower Level Task Order (LLTO) WBSs for Cost Collection Established in the Month of September

Table 9-1. Consolidated Baseline Change Log

Consolidated Baseline Change Log											
\$ in thousands											
						POST CONTRACT BUDGET					
PBS / Other	Reporting Baseline	Contract PMB	Contract PMB Mgmt Reserve	Contract Performance Budget (CPB)	Cum Contract Period	FY20 Budget	FY20 Management Reserve	Post Contract Budget	Post Contract Mgmt Reserve	Total Lifecycle	Cum Lifecycle Budget
Prior PMB Total	Aug 2020	1,230,506		1,230,506	1,230,506	365,477		1,892,324		3,122,829	3,122,829
VMSA-20-004 Rev 11						0		0		0	3,122,829
VMSA-20-048						311		0		0	3,122,829
VMSA-20-051						(17)		0		0	3,122,829
VMSA-20-061						0		0		0	3,122,829
VMSA-20-062						66		347		347	3,123,176
VMSA-20-063						0		0		0	3,123,176
VMSA-20-064						1		0		0	3,123,176
VMSA-20-068						(22,582)		(22,582)		(22,582)	3,100,594
VRLO201RP-20-002						0		0		0	3,100,594
Revised PMB Total	Sep 2020	1,230,506		1,230,506	1,230,506	343,257		1,870,089		3,100,594	
Prior Non-PMB Total	Aug 2020	604,007		604,007		161,657		891,949		1,495,955	1,495,955
VMSA-20-004 Rev 11						0		0		0	1,495,955
VMSA-20-066						(499)		(499)		(499)	1,495,456
VMSA-20-068						(3,954)		(3,954)		(3,954)	1,491,502
Revised Non-PMB Total	Sep 2020	604,007		604,007		157,204		887,496		1,491,502	
Total Contract Performance Baseline	Sep 2020	1,834,513		1,834,513	1,834,513	500,462		2,757,584		4,592,096	
Management Reserve	Aug 2020		0	0			1,443		1,443	1,443	1,443
VMSA-20-062							(347)		(347)	(347)	1,096
VMSA-20-067							(1,096)		0	0	1,096
Revised Management Reserve	Sep 2020		0	0			0		1,096	1,096	
Total Contract Budget Base	Sep 2020			1,834,513				2,758,681		4,593,193	
Prior Fee Total	Aug 2020	109,961		109,961		26,612		139,786		249,747	249,747
VMSA-20-066						280		280		280	250,027
Revised Fee Total	Sep 2020	109,961		109,961		26,892		140,066		250,027	
Change Log Total	Sep 2020			1,944,473				2,898,747		4,843,219	



## 10.0 RISK MANAGEMENT

September Risk Management efforts, aiding in completing the overall MSA risk determination, included the following:

### **Mission Risk Management:**

- Due to the continued teleworking directive, Mission risk reviews were performed via Teams<sup>1</sup> and email communication. Mission risks were reviewed by their risk owners. As a result, the only changes made to Mission risks were Administrative in nature and did not affect the overall risk posture. Due to this, no Risk Management Board (RMB) meeting was held. The RMB Presentation will be sent out via electronic RMB approval correspondence, instead of by way of an in-person meeting.
- 2101M risks discussion and draft risks development.

### **Project Risk Management:**

- Reliability Project Risk Review and Updates: A monthly risk review was performed with the Project Managers to review and revise the Reliability Project risk registers for all active projects. Updates to these risk registers were captured as appropriate.
  - All Risk Registers are being updated based on the addition of new fields in Sprint 13. This update process includes adding planned recovery actions to Realized Risks, along with current mitigation action assessments for each key risk.
  - Participated in ongoing project planning for L-937, Gable East Footprint Reduction, and L-913, DMZ/Hanford.gov Replacement.
- Risk Management staff reviewed the monthly Operations Project Reports for each Reliability Project, and any related Key Risks for monthly reporting to DOE-RL.

### **Other Support:**

- Baseline Change Request Support
- Enterprise Risk and Opportunity Management System (EROMS):
  - Ongoing meetings were held with software engineers and Risk representatives from DOE-RL and the other Hanford contractors to discuss

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<sup>1</sup> Microsoft Teams (also known just as “Teams”) is a unified communication and collaboration software that combines workplace chat, video meetings, and file storage. Developed by Microsoft Corporation Redmond, WA.



- the status of the ongoing requests in the newest version, as well as future item prioritization.
- Additional Regression Test Cases were released and completed in September. The development team is working to disposition identified issues. The Sprint release is planned for early November.
  - Conducted EROMS troubleshooting to resolve data integrity issues. A last minute contractor specific request was processed, causing a bug in the production site for all tenants. Data was restored and the code was updated to remove the bug within the system.
  - Safran<sup>2</sup> Risk Analysis Software:
    - Continuous testing is still currently underway, including testing of the new Alpha version that has additional analytical capabilities; such as Probabilistic Cash Flow (PCF). Updates and improvements are continuously being made to the draft desktop instructions and import templates, based on previous webinars and trainings.
    - Interface with the Safran vendors on requested enhancements and other action items is ongoing.

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<sup>2</sup> Safran software, a quantitative risk analysis software, is a product of Safran Software Solutions AS, headquartered in Stavanger, Norway.

## 11.0 DASHBOARD SUMMARY

Table 11-1. Performance Evaluation and Measurement Plan (PEMP)

September Fiscal Year 2020 PEMP, Rev 3 Mod 913		
Deliverables		YTD Sep
<b>1.0 Effective Site Cleanup - Achievement of cleanup contractors' key milestones and regulatory commitments</b>		
1.1	Demonstrate that the following performance measure targets were met.	
	a Biological Controls – Pest Removal ≥85% 3-business-day completion	
	b Biological Controls – Tumbleweed Removal ≥80% 15-business-day completion	
	c Biological Controls : Vegetation Pre- Emergent; ≥85% on-time campaign fulfillment; Selective; ≥85% on-time campaign fulfillment; Non-Selective; ≥85% on-time campaign fulfillment	
	d Contractor Assurance - Causal Analysis ≥80% causal analysis completed within 45 days	
	e Contractor Assurance - Issues Resolved ≥90% of issues screened within 5 days of initiation	
	f Crane and Crew Support: ≥85% 2-business-day turnaround time and ≥85% 1-business-day turnaround time (emergency requests)	
	g Facilities Maintenance ≥85% on-time completion	
	h Fire Protection System Maintenance ≥90% of annual goal of 2,639 activities	
	i Fire Systems - Priority 1 Emergency Impairments ≤3 open Emergency Impairments at month end	
	j Fire Systems - Priority 2 System Restrictions ≤18 total System Restrictions Priority 2 (SR-2) at end of each month	
	k Fire Systems - Priority 3 System Restrictions ≤40 total System Restrictions Priority 3 (SR-3) at end of each month	
	l Fleet Services – Heavy Equipment Cranes; ≥70% in service - Cranes	
	m Fleet Services – Heavy Equipment Excavators ≥90% in service - Excavators	
	n Fleet Services – Heavy Equipment General Purpose; ≥90% in service	
	o Fleet Services – Light Equipment Hanford Patrol; ≥90% in-service	
	p Fleet Services – Light Equipment Hanford Fire; ≥85% in-service	
	q Fleet Services – Light Equipment Special Purpose; ≥90% in-service	
	r IT-Cyber Security – System Patching; ≥97% 7-business-day turnaround time (desktops) and ≥97% 14-business-day turnaround time (databases/servers)	
	s RSS - Dosimetry External Services: ≥95% 10-business-day turnaround time (routine exchanges) and ≥95% 30-business-day turnaround time (annual exchanges)	
	t RSS - Instrumentation Calibration ≥90% 10-day turnaround time	

### LEGEND

= On Schedule

= Objective missed

N/A = Not Applicable (Updated quarterly)

= Complete

= In jeopardy

### Performance Notes:

1.1h Red in September, green overall. Red due to access availability in customer controlled facilities due to Site essential mission critical posture and shortage of MSA resources. Backlog continues to grow and will be challenging even if Site opens fully due to resource issue.

1.1k Yellow in September, green overall. Yellow due to access availability in customer controlled facilities when the Site was at essential mission critical posture; implementation of social distancing impacting the number of individuals and time to process and recent attrition of firefighter and paramedic personnel requiring the HFD to operate at reduced levels.

Table 11-1, cont. Performance Evaluation and Measurement Plan (PEMP).

September Fiscal Year 2020 PEMP, Rev 3 Mod 913											
Deliverables									YTD Sep		
1.0 Effective Site Cleanup - Achievement of cleanup contractors' key milestones and regulatory commitments											
1.2	Water	Demonstrate effective management of electric, water and sewer utilities to maximize reliability and redundancy									
		Maintain Raw Water Pressure at ICD Level									
		Maintain Potable Water Pressure at ICD Level									
		Perform Preventative maintenance at 90% or better each month									
		Zero regulatory permit violations that result from a failure to complete permit required work package.									
		Ensure all water quality samples are completed on time									
	Sewer	Quarterly System Health Report by Engineering submitted one calendar month after each quarter									N/A
		Perform Preventative maintenance at 90% or better each month									
		Zero regulatory permit violations that result from a failure to complete permit required work package.									
		Quarterly System Health Report by Engineering submitted one calendar month after each quarter									N/A
	Electric	Electrical power availability									
		Perform Preventative maintenance at 90% or better each month									
		Zero regulatory permit violations that result from a failure to complete permit required work package.									
		Quarterly System Health Report by Engineering submitted one calendar month after each quarter									N/A
1.3	Maximize efficient MSA use of resources to meet the other Hanford contractors' changing project needs.										
2.0 Efficient Site Cleanup - Align resources and capabilities to support the site cleanup mission											
2.1	Demonstrate effective Hanford Site integration to include, but not limited to, identify longstanding or emerging issues that affect efficient site operations and provide recommendations for improvement.										
	a	Update the Hanford Site 5 Year Plan, as Hanford budgets are confirmed									
	b	Issue the Hanford Life-Cycle Cost Baseline (HLCCB) Rev. 0.									
	c	Establish an HLCCB Rev. 0 Dashboard									
2.2	Demonstrate consolidation of the Hanford Site infrastructure footprint.										
		Implementation of a Coarse Wave Division Multiplexing (CWDM) system between the North Richland 1220 Network and Telecommunications facility and the 2220E Central Plateau Network and Telecommunications facility									
	b	Implement a new Essential Services Local Area Network (ES-LAN) as the major hosting and data transport solution.									
	c	Modernize Virtual Desktop Infrastructure									

## LEGEND

= On Schedule

= Objective missed

N/A = Not Applicable (Updated quarterly)

= Complete

= In jeopardy

# EXECUTIVE OVERVIEW



Table 11-1, cont. Performance Evaluation and Measurement Plan (PEMP).

September Fiscal Year 2020 PEMP, Rev 3 Mod 913			
Deliverables			YTD Sep
<b>2.0 Efficient Site Cleanup - Align resources and capabilities to support the site cleanup mission</b>			
2.3	Demonstrate effective development and management of reliability projects that ensure mission milestones and regulatory commitments are met.		
	a	Project L-897, "200 Area Water Treatment Plant," Award construction contract (Schedule ID L897-5060)	
	b	Project L-853, "200E Sewer Flow Equalization Facility" and L-854, "200E Sewer Consolidation," Sewer system fully operational	
	c	Route 25/4S Road Study, Brief DOE-RL on completed 25/4S Road Study and recommendation	
	d	Project L-801, "Upgrade SCADA," 100% design from A&E approved.	
	e	Project L-861, "Single Circuit Distribution Pole Replacement," Initiate 60% (definitive) design	
	f	Project L-888, "400 Area Fire Station," MSA completes Design Revision/Cost Estimate	
<b>3.0 Comprehensive Performance</b>			
Execute the balance of contract work scope within the contract requirements, terms, and conditions, demonstrating excellence in quality, schedule, management, cost control, small business utilization, and regulatory compliance.			
Provide leadership to improve management effectiveness and collaborate and participate proactively with customers.			
Work with DOE and the other Hanford contractors in a spirit of cooperation to demonstrate operational excellence to include, but not limited to, the following areas:			
a	Business and financial management using approved purchasing, estimating, property, budget, planning, billing, labor, accounting, and performance measurement systems, providing visibility and transparency to DOE with respect to each of the forgoing		
b	Contract change management and subcontract administration and consent activities, e.g., proposal review and negotiation process, including timely and adequate submission of proposals and requests for additional data, timely counteroffers, and attaining small business goals		
c	Safeguards and security, fire department operations, emergency response, and emergency operations/emergency management		
d	Land Management		
e	Infrastructure and services program management, operations and maintenance		
f	Effective contractor human resources management		
g	Problem identification and corrective action implementation		
Perform work safely and in a compliant manner that assures the workers, public, environment, and national security assets are adequately protected while meeting the performance expectations of the contract. This element includes the Contractor's responsiveness to the novel coronavirus pandemic. Complete Essential services and COVID 19 Planning as defined by the COVID 19 Partial Stop Work Execution Plan and through interaction with DOE and OHC Leadership. Coordinate and integrate the Hanford Site response to both COVID 19 Partial Stop Work services and Implementation of the Hanford Site Remobilization Plan.			
Take proactive and effective actions to ensure and accomplish a smooth contract transition.			
Take proactive and effective actions to close and reduce contract closeout actions to effectively reduce efforts needed when the MSC enters its closeout period.			
Demonstrate effective subcontract management, including award of subcontracts as scheduled, inclusion of all requirements, subcontractor audits, and subcontract administration. Contractor will monitor subcontractor performance to ensure compliance with all requirements including small business subcontracting plans, Buy American Act, and applicable labor statutes.			

## LEGEND

= On Schedule

= Objective missed

N/A = Not Applicable (Updated quarterly)

= Complete

= In jeopardy

## Performance Notes:

2.3e, yellow for the month due to the Site Posture for COVID causing delays. Green overall. Project L-861: 30% design initiated – 60% design is impacted by COVID reduction in site posture. The Project L-861 due date of October 30, 2020 will not be met because of impacts from COVID-19 and direction from DOE to update the Project L-612 60% design package. Project L-861 design, as well as Project L-612 design, are being performed by the same Architecture/Engineering firm, and its resources are limited. Originally, the Project L-612 design was to be winding down as the Project L-861 design work was ramping up. MSA has requested an extension of the Performance Incentive due date to December 2020.

## 12.0 CONTRACT DELIVERABLES STATUS

The following itemizes the contract deliverables due to RL in September 2020, and provides a look ahead through October 2020.

Table 12-1. September 2020 – October 2020 Contract Deliverables

CDRL	Deliverable	Responsible	Date Due	Date Submitted to DOE	RL Action	Response Time	Date Due from DOE
CD0123	Monthly Billing Reports for DOE Services - July	Eckman	09/05/20	09/02/20	Information	N/A	N/A
CD0144	Monthly Performance Report - July	Millikin	09/10/20	09/10/20	Information	N/A	N/A
CD0003	Infrastructure and Services Alignment Plan (ISAP)	Millikin	09/30/20	09/28/20	Approve	30 days	10/28/20
CD0009	Patrol Sensitive Equipment/Items Report	Walton	09/30/20	09/10/20	Review	45 days	10/25/20
CD0021	Hanford System Security Plan (SSP)	Walton	09/30/20	09/28/20	Approve	45 days	11/12/20
CD0063	Hanford Site Annual Environmental Report	Wilson	09/30/20	09/23/20	Approve	90 days	12/22/20
CD0084	BPA Power and Transmission Service invoice verification and breakdown of site contractor costs - June	Synoground	09/30/20	09/30/20	Review	30 days	10/30/20
CD0104a	Annual Update to HNF-56046 MSA Maintenance Management Program Five-Year Plan	Synoground	09/30/20	09/23/20	Review	N/A	N/A
CD0123	Monthly Billing Reports for DOE Services - July	Eckman	10/05/20	10/05/20	Information	N/A	N/A
CD0178	Quarterly Manpower Reports and Budget Forecasts	Walton	10/14/20	10/14/20	N/A	N/A	N/A
CD0041	Emergency Readiness Assurance Plan (ERAP)	Walton	10/15/20	10/14/20	Approve	45 days	11/28/20

**Key:**

Approved

Awaiting Approval

Not Submitted

Submitted

NOTES: Areas shaded in gray indicate delivery to DOE, and when the "Date Approved by DOE" is shaded, approval has been received in return.

"Review" responses from DOE are not documented with dates, but shaded when complete.

IAMIT = Interagency Management Integration Team.

TPA = Tri-Party Agreement.

N/A = No action.





## 12.1 GOVERNMENT-FURNISHED SERVICES/INFORMATION AND DOE DECISIONS

Due to a change to the Hanford Federal Facility Agreement and Consent Order (Tri-Party Agreement), Government-Furnished Services and Information (GFS/I) items will no longer be due to MSA this year. Previously, two GFS/I items had been due to MSA:

- GF049, due June 1: DOE to provide a Hanford “planning case” budget to prepare the updated Hanford Lifecycle Scope, Schedule, and Cost Report (Lifecycle Report), and
- GF050, due October 31: DOE Approval of the DRAFT Hanford Lifecycle Scope, Schedule, and Cost Report.

However, the Lifecycle Report has been placed on a three-year cycle to align with the Tank Waste system-planning schedule. As such, the next Hanford Lifecycle Report is now to be submitted by January 31, 2022.

**13.0 SELF-PERFORMED WORK**

Table 13-1. Mission Support Contract Socioeconomic Reporting.

Through September 2020

Plan Category	MSA Goal	FY 2020 Actual To-Date	Cumulative %
Small Business	50.0%	81.4%	83.4%
Small Disadvantaged Business	10.0%	17.3%	20.0%
Small Women-Owned Business	6.8%	24.0%	16.8%
HubZone	2.7%	10.8%	7.1%
Small Disadvantaged, Service Disabled	2.0%	15.2%	8.4%
Veteran-Owned Small Business	2.0%	15.5%	9.6%

## Prime Contract Targets:

- At least 40% Contract Out Beyond MSA, LLC      35.9% (\$1.743B/\$4.843B)
- Small Business 25% of Total MSC Value      30.0% (\$1.454B/\$4.843B)

*Disclaimer: A correction of previously reported large business subcontract costs has been incorporated as of August 2019 per MSA Letter MSA-1902252A R3. However, a dispute currently exists regarding the categorization of certain costs as subcontractor costs versus self-performed costs. MSA maintains the costs are accurate as reported but understands DOE may dispute the categorization of costs. See DOE OIG Draft Report issued May 31, 2019. MSA reserves all rights and remedies related to its subcontractor/self-performance reporting.*



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